

**AN EVALUATION OF THE IMPLEMENTATION OF SAFER CITIES PROJECT IN  
SOUTH AFRICA**

**by**

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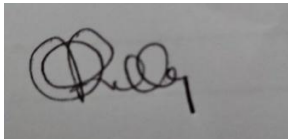
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I declare that the above thesis is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

I further declare that I submitted the thesis to originality checking software and that it falls within the accepted requirements for originality.

I further declare that I have not previously submitted this work, or part of it, for examination at UNISA for another qualification or at any other higher education institution.



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9 April 2025

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**DATE**

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## **ABSTRACT**

Safety is a major concern in all cities around the world, and a lack of safety has an adverse impact on everyone's quality of life. Criminality in cities has become a geographical footprint affecting communities and even tourists who visit the country. Despite efforts undertaken by the police to combat crime, violent crime persists, which has resulted in negative public perceptions of safety and security and poor investor confidence, ultimately threatening the sustainability of cities. The South African Police Service, municipalities and other strategic stakeholders have collaborated to combat crime and other safety issues by initiating the Safer Cities Project in 10 identified cities in South Africa. If the police cannot fight crime alone, surely collaborating with stakeholders could contribute to joint interventions to deal with safety and security issues in cities. The Safer Cities Project uses technology as an enabler among other interventions to tackle crime in the cities through a multidisciplinary approach. The study evaluated the implementation of the Safer Cities Project from the perspective of the South African Police Service, the local municipalities and other key stakeholders in identified pilot cities to explore its ability to reduce crime levels.

Using a qualitative approach to explore the challenges faced in the implementation of the Safer Cities Project. Thirty-two participants representing the South African Police Service, local municipalities, the Traffic Police Department, the Community Police Forum and Business Against Crime South Africa in each city were interviewed. The analysis of the implementation of this programme identified project gaps and effective methods for addressing safety and security issues were recommended, thus contributing valuable insights to the existing body of knowledge on this topic in cities. This indicates the value of data-driven policing strategies that include leveraging advanced analytics, real-time crime data, and predictive technologies to optimise police responses and resource allocation. These strategies enhance operational efficiency and provide a deeper understanding of how data integration can improve decision making in urban policing.

**Keywords:** Safer Cities, Crime Prevention, Crime, Community Policing, Safety, Security, Partnerships.

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## LIST OF ACRONYMS

CCTV	:	Closed-Circuit Television
CPF	:	Community Police Forum
DDM	:	District Development Model
GPS	:	Global Positioning System
ICCC	:	Integrated Command and Control Centres
ICVPS	:	Integrated and Violence Crime Prevention Strategy
IDP	:	Integrated Development Plan
IVCP	:	Integrated Violence Crime Prevention Strategy
KZN	:	KwaZulu-Natal
NCCS	:	National Crime Combating Strategy
NCPS	:	National Crime Prevention Strategy
NDP	:	National Development Plan
NGO	:	Non-Governmental Organisation
SAPS	:	South African Police Service
SARA	:	Scanning, Analysis, Response and Assessment
UNISA	:	University of South Africa

# CHAPTER ONE: OVERVIEW OF THE STUDY

## 1.1 INTRODUCTION

Safety is a major concern in cities around the world, and a lack of safety adversely impacts everyone's quality of life. Crime, violence and uncertainty can affect all aspects of life, both at home and in public spaces; and, in major cities, criminality impacts not only local communities but also visiting tourists. In the South African context, the persistence of high levels of violent crime, reflected in consistently elevated murder, assault and robbery statistics, has intensified public fear and highlighted the urgent need for more effective, integrated safety interventions such as the Safer Cities Project.

The South African Police Service (SAPS) has a constitutional mandate to prevent crime and ensure the safety of all people in South Africa. This is set out in Section 203 of the Constitution of the Republic of South Africa of 1996 (Republic of South Africa [RSA], 1996b). In carrying out this mandate to combat crime in cities, the SAPS initiated the Safer Cities Project concept in 2019, launching it across the nine provinces in 10 identified pilot cities, namely, Johannesburg, Tshwane, Rustenburg, Cape Town, Polokwane, eThekweni, Mangaung, Kimberley, Emalaheni and Gqeberha. The goal was to address safety and security using an integrated and comprehensive strategy, which included using a technologically driven approach to integrate all efforts related to safety, security and service delivery (SAPS, 2021a:9). The rise and persistence of violent crime trends made it increasingly evident that traditional policing methods alone were insufficient, thereby making the implementation of the Safer Cities Project both well-timed and essential.

Despite the SAPS's efforts to combat lawlessness, violent crime has resulted in negative public perceptions of safety and security. This contributes to poor investor confidence and, ultimately, threatens the sustainability of cities (Breetzke, 2012:300). This situation prompted the SAPS's senior management to implement the Safer Cities Project in 2019 to forge partnerships with communities and other organisations to address the problems being faced in the identified cities.

The implementation of the Safer Cities Project supports the community policing strategy, which is aimed at restoring relationships between the police, communities and various spheres of government to create safe and secure cities (Kruger, Lancaster, Landman, Liebermann, Louw & Robertshaw, 2016:28). Community policing emphasises the SAPS's responsibility to focus on crime prevention and detection while fostering collaboration with all community structures. This crime prevention approach includes the involvement of local government and other stakeholders in the provision of safety and security to bring these services closer to the community. It also includes social crime prevention, which focuses on educating vulnerable groups (Miller, Hess & Orthmann, 2018:24).

The National Crime Prevention Strategy (NCPS) was introduced in 1996 by the South African Government (RSA, 1996a). The NCPS is based on four pillars, namely, the criminal justice process, reducing crime through environmental design, public values and education, and transnational crimes (RSA, 1996a:43). These four pillars advocate the significance of an integrated, multidisciplinary and collaborative approach where all relevant government agencies share the responsibility to fight crime and prioritise crime prevention initiatives (Smit & Schnetler, 2004:12). In addition, the NCPS stated that the SAPS should forge partnerships with various stakeholders to fight crime in South Africa (RSA, 1996a:48).

The safer city concepts being implemented around the world are critical for economic and social sustainability. According to Ngobese, Smith and Karuri-Sebina (2016:1), cities contribute the largest share of economic activity and thus have the potential to address challenges associated with safety, poverty, inequality and unemployment. In South Africa, local municipalities, which are governed by the Municipal Structures Act 32 of 2000 (RSA, 2000), are ideally placed in their communities to address safety and security issues in cities in collaboration with the SAPS. However, a multidisciplinary approach also includes other stakeholders, such as other government agencies, civil society, non-governmental organisations (NGOs), academic researchers and relevant stakeholders.

This chapter provides an overview of the Safer Cities Project and covers the study's problem statement, aims, objectives, significance, demarcation, limitations and theoretical framework.

## **1.2 OVERVIEW OF THE SAFER CITY PROJECT**

The concept of a “crime-free city” – which emanated from the safer cities programme that was launched internationally by United Nations Habitat (UN-Habitat) in 1996 – addresses several fundamental issues, including the reduction of crime rates, prevention of violence and provision of a safe environment for city residents (Eizamly & Anuar, 2020:132).

Despite the developments in the establishment of safer cities in the international arena, South Africa's unique characteristics, socioeconomic dynamics and historical challenges would necessitate a unique approach to the implementation of the safer cities concept. Hence, in 2019, the National Safer City Summit was held to institute a platform for the establishment of the safer cities concept in South Africa in the context of international and national developments and good practices (SAPS, 2019:1). Ten pilot cities were identified across the nine South African provinces (SAPS, 2021a:17). Financial constraints placed on the SAPS resulted in the deployment of limited operational personnel in communities, which required SAPS to be creative and adopt a multidisciplinary collaborative approach with stakeholders at the local level (SAPS, 2021c:30).

The safer cities concept encourages streamlined operations across law enforcement and other government departments to provide situational awareness to all stakeholders involved and thus better manage a city's security. The Safer Cities Project, through the use of technology such as closed-circuit television (CCTV) cameras, enhances communication with stakeholders and contributes to the reduction of crime, thus boosting investor confidence (La Vigne, Owens & Hetrick, 2012:1). Technological features can be used to prevent crime and other unacceptable behaviours and eradicate lawlessness in cities (Merigan, 2013:8).

### 1.3 PROBLEM STATEMENT

The first and most important step in the research process is to formulate a research problem (Kumar, 2019:80; Bernard, 2013:62; Onwuegbuzie & Frels, 2016:80). According to Leedy and Ormrod (2015:45), the research problem is the focal point for the entire study. It clarifies the research objectives and prevents the researcher from deviating from them. A researcher selects a research problem based on answering a particular question and applies knowledge of the subject to make meaningful contributions (Leedy & Ormrod, 2021:54). According to Aurini, Heath and Howells (2016:27), strengthening the research problem leads to the identification of the phenomenon and addresses gaps in the literature. By examining these implementation processes, this study not only fills an empirical and methodological gap but also contributes theoretically by showing how integrated safety models operate within South Africa's urban governance structures.

The trajectory of crime levels in South Africa has shown that while some crimes have increased, others appear to be declining. In general, a high crime rate generates significant negative publicity in and for South Africa and adversely affects the quality of life in communities. This is more prevalent in cities, which tend to experience higher crime rates, impacting community growth and the quality of life for those who live there (Urban Reference Group, 2016:8; Kruger *et al.*, 2016:23; Benson, Jones & Horne, 2015:1).

Taylor (1995:4) highlights that rising crime rates in urban areas force people to relocate to other places due to fear of victimisation, while potential business investors are deterred from establishing businesses in these high crime rate areas. Once properties are left empty or abandoned, they transform into crime hotspots, offering criminals hiding spots, opportunities for illegal activities, and a chance to evade detection (Shane, 2012:8). Communities frustrated by crime in their areas may react or retaliate against criminals when the police fail to protect people and property, further complicating police efforts to restore order and safety (Kral, 2021:7).

Although provisions are made in Section 203 of the Constitution that the SAPS is mandated to prevent and combat crime, the problem of crime is not the sole responsibility of the SAPS; they need to collaborate with stakeholders to fight crime using an integrated and coordinated approach. According to Kruger *et al.* (2016:21), the need to create safer cities is overwhelming and requires a partnership approach that integrates stakeholders, technology and effective processes to reduce crime and allow citizens to enjoy the services provided to them by the municipalities (Risidiana & Susanto, 2019:292).

The Safer Cities Project encompasses the community policing approach designed to support the broad use of partnerships and problem-solving techniques to address the conditions that give rise to public safety issues such as crime, social disorder or fear of crime. In November 2020, engagement with municipalities was critical for the SAPS to roll out the Safer Cities Project, piloted in the 10 South African cities that hosted initiation workshops (Urban Safety Reference Group, 2021:63). By examining these implementation processes, this study not only fills a methodological and empirical gap but also offers potential theoretical contributions by assessing how integrated safety models function within complex urban governance systems in South Africa. For this study, incidents of various crimes from the SAPS crime statistics for the period from 2019/2020 to 2023/2024 are indicated in Table 1.1 below.

**Table 1.1: Crime statistics from 2019/2020 to 2023/2024**

CRIME CATEGORY	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Murder	21 325	19 972	25 181	27 494	27 621
Sexual offences	53 293	46 214	52 694	53 498	53 285
Assault with the intent to inflict grievous bodily harm	166 720	143 393	162 842	196 374	179 572
Common assault	165 494	149 442	169 963	185 374	190 399
Robbery with aggravating circumstances	143 990	119 841	132 788	146 125	150 317
Rape	42 289	36 330	41 739	42 780	42 569
Carjacking	18 162	16 731	20 923	22 702	22 735
Robbery at residential premises	21 130	20 870	21 832	23 065	23 614
Robbery at non-residential premises	20 651	18 231	20 012	22 054	18 592

CRIME CATEGORY	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Robbery of cash in transit	164	195	238	238	211
Bank robbery	0	2	13	4	3
Truck hijacking	1 202	1 397	1 741	1 995	1 976
Burglary at non-residential premises	69 713	65 508	62 197	62 588	58 055
Burglary at residential premises	205 959	159 721	156 170	163 493	154 041
Theft of motor vehicle and motorcycle	46 921	35 023	37 402	37 461	36 695

**Source:** SAPS (2024)

Murder is the intentional killing of another human being and is a violent crime that affects the whole community. According to the SAPS (2024:12), a total of 121 593 murders were reported over the five years, with the highest number of murders being reported in the 2023/2024 period. The steady increase in the murder rate over the years, as depicted in Table 1.1 above, is an indication that the strategies put in place by the police are not working and new approaches must be adopted.

According to Kruger and Landman (2008:75), crime in South Africa remains a serious concern, and the latest crime statistics show little improvement in the number of crime problems facing the country. These statistics provide an overall picture of the types of crimes that occur in South Africa, especially in the cities.

Globally, murder is considered a reliable measure of crime because of the presence of a corpse, which attests to the reported case. According to Saferstein (2013:123), a murder investigation starts when law enforcement agents receive information that a dead body has been found. Thus, police records on most murders tend to be a true reflection compared to other crimes due to the physical evidence of the body that is left behind (Urban Safety Reference Group, 2021:21). Of the 142 615 murder incidents reported in South Africa during the 2018/2019 to 2023/2024 reporting period, 7 192 were committed in the 10 pilot cities identified for the Safer Cities Project (SAPS, 2024: 7 & 13). Of these 10 cities, the City of Johannesburg and the City of eThekweni show the highest crime rates, as reflected in Table 1.2 below. Blackmore (2003:441) highlights that the cities experiencing significant influxes of people, combined with

prevailing socioeconomic conditions, tend to experience fluctuations in crime rates. In a similar vein, Henrico, Mayoyo, and Mtshawu (2022:1) argue that the COVID-19 pandemic and the corresponding lockdown measures during that period also played a role in contributing to fluctuations in crime.

**Table 1.2: Murder rate per police station in the Safer Cities Project pilot cities from 2018/2019 to 2023/2024**

<b>Western Cape – City of Cape Town</b>							
<b>POLICE STATION</b>	<b>2018/ 2019</b>	<b>2019/ 2020</b>	<b>2020/ 2021</b>	<b>2021/ 2022</b>	<b>2022/ 2023</b>	<b>2023/ 2024</b>	<b>Total</b>
Cape Town Central	7	9	7	12	12	8	<b>55</b>
Sea Point	5	1	4	1	6	1	<b>18</b>
Camps Bay	1	2	0	0	1	0	<b>4</b>
Wood Stock	7	12	4	12	4	7	<b>46</b>
<b>Total</b>	<b>20</b>	<b>24</b>	<b>15</b>	<b>25</b>	<b>23</b>	<b>16</b>	<b>123</b>
<b>Kwa Zulu-Natal – City of eThekweni</b>							
<b>POLICE STATION</b>	<b>2018/ 2019</b>	<b>2019/ 2020</b>	<b>2020/ 2021</b>	<b>2021/ 2022</b>	<b>2022/ 2023</b>	<b>2023/ 2024</b>	<b>Total</b>
Durban Central	61	49	40	73	89	105	<b>417</b>
Point	13	9	4	22	22	23	<b>93</b>
Berea	7	7	3	3	11	7	<b>38</b>
Mayville	8	9	10	18	21	9	<b>75</b>
Cator Manor	61	83	66	78	111	107	<b>506</b>

Umbilo	21	27	12	28	36	33	<b>157</b>
Durban North	3	5	1	7	8	7	<b>31</b>
Maydon Warf	4	0	1	1	2	0	<b>8</b>
Greenwood Park	18	32	31	51	54	52	<b>238</b>
<b>Total</b>	<b>196</b>	<b>221</b>	<b>168</b>	<b>281</b>	<b>354</b>	<b>343</b>	<b>1563</b>

**Gauteng – City of Johannesburg**

<b>POLICE STATION</b>	<b>2018/ 2019</b>	<b>2019/ 2020</b>	<b>2020/ 2021</b>	<b>2021/ 2022</b>	<b>2022/ 2023</b>	<b>2023/ 2024</b>	<b>Total</b>
Johannesburg Central	123	102	77	118	162	228	<b>810</b>
Hillbrow	111	93	80	94	155	160	<b>693</b>
Jeppe	111	108	88	116	168	222	<b>813</b>
Booyzens	28	24	23	31	40	30	<b>176</b>
Yeoville	30	20	22	34	28	34	<b>168</b>
Norwood	4	10	7	6	0	4	<b>31</b>
<b>Total</b>	<b>407</b>	<b>357</b>	<b>297</b>	<b>399</b>	<b>553</b>	<b>678</b>	<b>2691</b>

**Gauteng – City of Tshwane**

<b>POLICE STATION</b>	<b>2018/ 2019</b>	<b>2019/ 2020</b>	<b>2020/ 2021</b>	<b>2021/ 2022</b>	<b>2022/ 2023</b>	<b>2023/ 2024</b>	<b>Total</b>
Pretoria Central	32	15	20	24	20	26	<b>137</b>
Sunnyside	11	13	7	10	14	10	<b>65</b>

Brooklyn	1	4	8	2	9	5	<b>29</b>
Pretoria West	17	15	21	31	34	31	<b>149</b>
Lyttelton	6	8	6	6	9	7	<b>42</b>
<b>Total</b>	<b>67</b>	<b>55</b>	<b>62</b>	<b>73</b>	<b>86</b>	<b>79</b>	<b>422</b>

**North West – City of Rustenburg**

<b>POLICE STATION</b>	<b>2018/ 2019</b>	<b>2019/ 2020</b>	<b>2020/ 2021</b>	<b>2021/ 2022</b>	<b>2022/ 2023</b>	<b>2023/ 2024</b>	<b>Total</b>
Rustenburg	40	45	38	54	49	62	<b>288</b>
Thlabane	29	22	21	25	26	20	<b>143</b>
<b>Total</b>	<b>69</b>	<b>67</b>	<b>59</b>	<b>79</b>	<b>75</b>	<b>82</b>	<b>431</b>

**Mpumalanga – City of Emalahleni**

<b>POLICE STATION</b>	<b>2018/ 2019</b>	<b>2019/2020</b>	<b>2020/ 2021</b>	<b>2021/ 2022</b>	<b>2022/ 2023</b>	<b>2023/ 2024</b>	<b>Total</b>
Witbank (Emalahleni)	49	60	42	48	62	68	<b>329</b>
Vosman	46	45	43	56	75	84	<b>349</b>
<b>Total</b>	<b>95</b>	<b>105</b>	<b>85</b>	<b>104</b>	<b>137</b>	<b>152</b>	<b>678</b>

**Free State – City of Mangaung**

<b>POLICE STATION</b>	<b>2018/ 2019</b>	<b>2019/ 2020</b>	<b>2020/ 2021</b>	<b>2021/ 2022</b>	<b>2022/ 2023</b>	<b>2023/ 2024</b>	<b>Total</b>
Mangaung	15	25	12	20	17	15	<b>104</b>
Batho	13	10	3	8	5	8	<b>47</b>

<b>Total</b>	<b>28</b>	<b>35</b>	<b>15</b>	<b>28</b>	<b>22</b>	<b>23</b>	<b>151</b>
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<b>Limpopo – City of Polokwane</b>							
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<b>POLICE STATION</b>	<b>2018/ 2019</b>	<b>2019/ 2020</b>	<b>2020/ 2021</b>	<b>2021/ 2022</b>	<b>2022/ 2023</b>	<b>2023/ 2024</b>	<b>Total</b>
Polokwane	18	11	11	23	17	16	<b>96</b>
Westenburg	15	19	14	20	24	20	<b>112</b>
Seshego	57	62	52	55	53	41	<b>320</b>
<b>Total</b>	<b>90</b>	<b>92</b>	<b>77</b>	<b>98</b>	<b>94</b>	<b>77</b>	<b>528</b>

<b>Eastern Cape – City of Gqeberha</b>							
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<b>POLICE STATION</b>	<b>2018/ 2019</b>	<b>2019/ 2020</b>	<b>2020/ 2021</b>	<b>2021/ 2022</b>	<b>2022/ 2023</b>	<b>2023/ 2024</b>	<b>Total</b>
Mount Road	7	5	9	10	11	12	<b>54</b>
Humewood	11	10	14	14	20	16	<b>85</b>
New Brighton	11	14	6	12	9	14	<b>66</b>
<b>Total</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>36</b>	<b>40</b>	<b>42</b>	<b>205</b>

<b>Northern Cape – City of Kimberley</b>							
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<b>POLICE STATION</b>	<b>2018/ 2019</b>	<b>2019/ 2020</b>	<b>2020/ 2021</b>	<b>2021/ 2022</b>	<b>2022/2023</b>	<b>2023/ 2024</b>	<b>Total</b>
Kimberley	10	15	14	24	27	30	<b>120</b>
Roodepan	12	9	8	11	12	16	<b>68</b>

Galeshwa	20	15	23	24	28	20	<b>130</b>
Kagisho	10	15	15	14	16	12	<b>82</b>
<b>Total</b>	<b>52</b>	<b>54</b>	<b>60</b>	<b>73</b>	<b>83</b>	<b>78</b>	<b>400</b>

**Source:** SAPS (2024:13)

During the Safer City Summit in 2019, the SAPS expressed the need for an integrated approach and strong collaboration with stakeholders to fight the scourge of crime in South Africa (SAPS, 2019:6). Through this collaboration, the Safer Cities Project aims to eradicate violence and crime within cities and reduce fear by improving safety services to communities (Alabi & Balogun, 2018). It was observed that some of the most dangerous cities in the world (Cape Town, Johannesburg and eThekweni) were included as pilot cities in the project (Numbeo, 2021).

The Safer Cities Project is implemented in four phases. These are the initiation, planning, implementation and project closure phases. According to Gido, Clements and Baker (2018:10), in the initiation phase, projects are identified and selected. In the planning phase, the project scope is decided upon, the necessary resources are identified, a project schedule is developed, a budget is worked out, and the risks are identified – these make up the baseline plan for doing the project work. In the implementation phase, the project plan is executed, and activities are carried out to ensure all the project deliverables are accomplished. In the closing phase, a project evaluation is conducted and lessons learnt are identified (Gido *et al.*, 2018:10). According to the SAPS milestones (2019:5), all pilot cities should have been in the implementation phase by 2021; however, only two cities (eThekweni and Polokwane) were in this phase at the time of this study in October 2022. The rest of the pilot cities were still in the planning phase.

It is important to evaluate the Safer Cities Project to obtain a rich and detailed account of its implementation. The evaluation could assess whether the project failed/succeeded in achieving its goal of creating safe cities and ultimately reducing crime in South Africa. Kusek and Rist (2004:13) explain that evaluation actually

complements monitoring and sends a signal when things are going off track. Peak and Glensor (2012:100) warned that the lack of an evaluation component is one factor that results in marginally funded and short-lived initiatives. The literature shows that an evaluation would provide valuable information to police and show the success or failure of the project's efforts to prevent crime (Kusek & Rist, 2004:13; Peak & Glensor, 2012:10). Therefore, it was necessary to explore this collaborative partnership approach to reducing crime and evaluate the implementation and challenges of the Safer Cities Project in South Africa in an effort to ensure that communities living in and visiting these cities in South Africa are safe.

While the Safer Cities Project aims to create safer cities, it does indeed come with challenges as indicated below. Stakeholders face major obstacles that need to be removed for the project to be implemented successfully, to achieve safer and more secure cities. These are changes of government, continued presence of legacy systems, lack of commitment from stakeholders, and lack of financial resources (Irani, Abril, Weerakkody, Omar & Sivarajah, 2023:1).

*Change of Government:* Frost and Sullivan (2011:10) explain that the safer city initiative is challenged by the unstable nature of governments. Even while the safer city initiative is important in the long run, the uncertainty of who the next government could be is a concern, as the future elected government may see it as a low priority. De Visser (2009:18) elucidates that numerous changes transpired within municipalities during the previous elections. These changes encompassed appointments to municipal councils that play a crucial role in the approval of plans. The author further mentions that in the evolving political landscape, characterised by divergent goals and aspirations, there is a likelihood that fewer plans will gain approval or none at all.

In South Africa, local governments consist of several different political affiliations; however, political infighting and coalitions to gain power have taken precedence and further crippled public service delivery in municipalities (Daniel, 2018:2). This infighting by political parties affects the way cities should be run and results in poor service delivery to communities (Berman, Bowman, West & Van Wart, 2015:21). The authors' further state that political disagreements and administrative changes can create

uncertainty which jeopardises stakeholder commitment. In addition, this interruption can damage public confidence, making it more difficult to implement the project. Therefore, to reduce possible problems with a change in leadership, it is important to ensure that projects keep going and address crime effectively.

Hence, in order to reduce any potential adverse impacts caused by a change in administration, it is essential to ensure that projects continue seamlessly and effectively, addressing the problem of crime. Building strong community partnerships, political commitment, the adoption of a multi-agency strategy and police cooperation are therefore essential for successful community-oriented policing interventions (Newham & Rappert, 2018:11). Duminy, Parnell and Luthango (2020:8) believe that in South Africa, political leaders can drive an integrated approach towards achieving safe South African cities and towns. Balkaran (2019:16) posits that this type of approach can lead to extensive surveillance and control of the environment.

*Continued Presence of Legacy Systems:* Despite some advancements in technology, certain older systems remain in use which could potentially impede the implementation of new systems aimed at connecting critical stakeholders in the Safer Cities Project (Frost & Sullivan, 2011:10). Enhanced technology in policing and crime prevention is an imperative for day-to-day operations – it is essential to retire outdated technology and embrace solutions that align with the current era (Laufs & Borrion, 2022:192). According to Beer and Mulder (2020:2), technology is defined as electronic or digital systems that can either improve or replace work responsibilities or complement the execution of work tasks. One of the prevailing challenges that businesses and organisations face is the reluctance to upgrade ageing technological systems, often driven by concerns about cost implications and regulatory constraints. The transition to new technology necessitates that people have to adapt to new approaches and work with different software programmes, which could explain their resistance to adopting these advancements (Gonçalves & Gonçalves, 2012:300). Some businesses experience challenges in embracing change due to shifts in the environment and may not fully be aware of the potential impact of technology in enhancing their support systems (Gonçalves & Gonçalves, 2012:295).

*Lack of Commitment from Stakeholders:* According to Jeffery (2009:22), stakeholder commitment during the consultation phase is important to outline the project's expectations and objectives. Furthermore, the project should encompass all stakeholders' objectives and mandates. Tennyson (2011:19) suggests that clearly defining roles and responsibilities within a partnership will provide stakeholders with a clear direction, encouraging the commitment necessary for the project's successful completion. Contractual, formalised partnerships are ideal for getting the commitment and participation of stakeholders. A council resolution is required to secure commitment from local municipalities for the Safer Cities Project. The municipal councils serve as the governing bodies vested with the authority to endorse decisions that promote the wellbeing of municipalities (Municipal Structures Act, 117 of 1998).

Hence, when all stakeholders fully support and back the Safer Cities Project plans, their dedication boosts how effectively the project is carried out, setting the stage for a more successful outcome (Newham & Rappert, 2018:11). Garnering the support and endorsement of all stakeholders to develop integrated Safer Cities Project plans will strengthen the execution of a successful project. This commitment translates into tangible actions, such as budget allocation, informed decision making and active participation in project milestones. Notably, the diverse array of key stakeholders involved in the project includes local municipalities, government departments, the SAPS, CPFs, businesses, security companies, and many others (Heagney, 2012:30). Their collective engagement and dedication are essential pillars in the foundation of safer and more secure urban environments.

*Lack of Financial Resources:* The country's ongoing financial crisis and subsequent budgetary restrictions pose a significant challenge to the Safer Cities Project's developmental prospects, potentially causing delays and limitations in its execution (Duminy et al., 2020:48). Furthermore, the emergence of collaboration with businesses to establish new technology and innovation not only serves to attract investors but also provides essential services to the community, enhancing overall safety and quality of life (Balkaran, 2019:17). This transformation introduces competition, fostering innovation in surveillance and security technology. As a result of this evolving environment, local governments may increasingly find it prudent to explore collaborative arrangements with private companies for outsourcing the

management of their CCTV data, thereby optimising resource use, enhancing operational efficiency and staying abreast of technological advancements in the domain (Frost & Sullivan, 2011:10). These collaborative ventures signify a departure from traditional government-centric security models, emphasising the need for adaptability and agility in safeguarding cities.

Financial management plays a pivotal role in the successful execution of projects (Gido & Clement, 2015:465). Effective management of financial resources necessitates meticulous tracking of costs and resource use. This scrutiny is imperative even before the initiation of a project. A judicious decision to embark on a project demands a comprehensive assessment of the budgetary requirements and resources essential for its sustained operation throughout its lifecycle (Department of National Treasury, 2014:7). By emphasising the pre-project evaluation of financial implications, organisations can enhance their strategic planning, ensuring optimal allocation and use of resources. This proactive approach not only mitigates financial risks but also fosters long-term project viability, highlighting the significance of prudent financial management practices in project management endeavours.

Louw (2004:251) emphasises the significance of forging partnerships among stakeholders, highlighting the mutual benefits that shared budgeting can offer. This collaborative financial approach not only fosters a sense of shared responsibility but also alleviates the pressure of financial constraints faced by stakeholders. In many instances, even the most meticulously devised plans can falter without adequate funding, as pointed out by the SAPS (2014:28). Insufficient financial resources can impede the achievement of the project's outlined deliverables, emphasising the critical role that funding plays in the success of the Safer Cities Project.

It is essential to recognise that funding from all stakeholders is indispensable to ensure the project's success. Pillay (2017:1) astutely warns that the lack of funding can often be traced back to the pervasive problem of corruption that has become a concerning challenge in South Africa. Corruption not only hampers the allocation of funds but also erodes public trust and undermines the effectiveness of initiatives designed to enhance the welfare of citizens. Therefore, addressing corruption and fostering

transparent financial practices are imperative steps in securing the necessary funding for the Safer Cities Project. By acknowledging these challenges and working collectively to combat corruption, stakeholders can pave the way for a financially secure environment, enabling the Safer Cities Project to thrive and create lasting positive impacts for the communities it serves.

#### **1.4 RESEARCH AIMS AND OBJECTIVES**

Research studies are conducted to find answers to questions or achieve a particular aim. Roy (2018:18) suggests that research employs processes that have been tested and found to be reliable and valid. There are different types of research processes, such as exploratory, descriptive or explanatory, that the researcher can use to achieve the aims and objectives of the study (Bless, Higson-Smith & Sithole, 2013:60). According to Bless *et al.* (2013:60), exploratory studies are more suitable when studying a particular subject that yields limited information and therefore, the researcher will explore this subject to attain a better understanding of it. This opinion is shared by Babbie (2016:90), who states that exploratory studies are conducted to gain a better understanding of a subject about which little is known. This study aimed to evaluate the implementation of the Safer Cities Project in South Africa. In order to understand how this project is implemented in South Africa, what challenges are encountered as well as measures that are used to overcome these challenges to enhance the successful implementation of this project.

According to Kumar (2014:69), research objectives are goals that the researcher aims to achieve with the study. According to Mouton (2014:101), aspects such as motives and decisions could influence the way the research objectives are determined. The objective of this study was to evaluate the implementation of the Safer Cities Project by the SAPS and the local municipalities in Johannesburg, Tshwane, Rustenburg, Cape Town, Polokwane, eThekweni, Mangaung, Kimberley, Emalahleni and Gqeberha and explore its ability to reduce crime levels in these cities. Thomas and Hodges (2010:39) define research objectives as precise statements that direct key issues so that they can be focused on in a project. The objectives for this study were:

1. To explore how the Safer Cities Project is implemented in other countries in order to establish some of the best practices that could inform the implementation of this project in South Africa.
2. To evaluate how the Safer Cities Project is implemented in the 10 identified pilot cities in South Africa, determining whether these cities are at the same implementation phase and how the unique dynamics of each city impact on the implementation.
3. To explore the value of the Safer Cities Project to crime reduction, based on the literature review of this project in other countries and the participants understanding as well as their experience based on what has been implemented at this stage.
4. To identify the challenges in the implementation of the Safer Cities Project, by determining the nature and extent of these challenges, and establish whether other countries encountered similar challenges.
5. To identify effective strategies for implementing the Safer Cities Project based on what has been experienced up to this stage and from the lessons learned from other countries.

## **1.5 THE RESEARCH QUESTION**

According to Devlin (2018:80), a research question is defined as a process that relates directly to the research design and narrows the interest of the research problem so that it can be investigated. Bachman and Schutt (2018:19) state that research starts with a research question and then a structured process of questioning. Bryman (2016:7) points out that a research question expresses precisely what the researcher wants to determine.

The main research question for this study is: How is the Safer Cities Project implemented in South Africa? To ensure the objectives of the study are achieved, the following sub-questions were formulated:

1. How is the safer city concept implemented in other countries?
2. What is the legislative framework for the implementation of the Safer Cities Project?

3. How does the Safer Cities Project contribute to reducing crime?
4. What are the challenges affecting the implementation of the Safer Cities Project?
5. Which measures can be used to improve and ensure the successful implementation of the Safer Cities Project?

## **1.6 DEMARCATION OF THE STUDY**

According to Habib, Maryam and Pathik (2014:52), the research focus should be clearly stipulated in the study. This means that the scope that will be covered by the research, such as the geographical demarcation where the study will be conducted, should be clearly defined. The research demarcation serves as the delimitation of the research, clearly indicating the scope that will be covered by the study (Leedy & Ormrod, 2014: 43). The study evaluated the implementation of the Safer Cities Project in the pilot cities where the project is being implemented, namely, the City of eThekweni, City of Johannesburg, City of Tshwane, City of Rustenburg, City of Cape Town, City of Polokwane, City of Mangaung, City of Kimberley, City of Emalahleni and City of Gqeberha.

This demarcation ensured that the study remained focused on the project's implementation within these specific city contexts, allowing for a focused analysis of how local factors may influence the success or challenges faced by the initiative. By concentrating on these cities, the study sought to draw comparisons, identify patterns, and gain insights into the broader applicability of the Safer Cities Project in urban settings across South Africa.

## **1.7 THEORETICAL FRAMEWORK**

According to Bryne and Hummer (2016:15), there are many criminological theories about why people commit crimes. Marzbali, Aldrin, Razak and Tilaki (2011:165) point out that although different individuals may develop these theories, they tend to overlap because of the similarity of the nature of crime. This collective action can improve community safety by fostering social interaction and cohesion within a neighbourhood, leading to stronger informal social control and crime prevention (Schneider, 2015:30).

By understanding and studying the way various stakeholders can collaborate to create safe cities, the following four critical theories were employed.

### **1.7.1 Crime Prevention Through Environmental Design**

The Crime Prevention through Environmental Design theory is based on the notion that criminals commit crimes if an opportunity in the physical environment presents itself. The idea of this theory first appeared in a book by CR Jeffery, and it argues that for a crime to happen, an opportunity needs to be present (Marzbali *et al.*, 2011:63). Thus, to reduce crime, the settings in the physical environment need to be changed. Linden (2007:14) points out that while using physical design to prevent crime, such as fences, locks and surveillance, is not a new idea and can deter criminals, it entails planning and managing the built environment to reduce crime and undesirable behaviour. The theory argues that by implementing deterrents, such as surveillance and access control, among others, the potential offender might be dissuaded from committing the crime in the first place (Cozens & Love, 2015:4). The 2016 White Paper on Policing proposes a holistic, integrated approach to build mechanisms to promote and create safe environments (Civilian Secretariat for Police, 2016:98). For example, Crime Prevention Through Environmental Design is a government strategy used to decrease crimes by establishing infrastructures that are occupied by people instead of empty open spaces.

### **1.7.2 Situational Crime Prevention Theory**

Situational crime prevention seeks to eradicate criminal trends by making the criminal acts unattractive to criminals (Peak & Glensor, 2012:73). This theory was initiated by Mayhew, Clarke, Sturman and Hough in 1976 (Marzbali *et al.*, 2011:4) to reduce crime by influencing the habits that drive the offenders' behaviour. Situational crime prevention is, according to Eck and Clark (2008:62), very useful for influencing offender behaviour. In cities, crime prevention efforts can focus on reducing people's vulnerability by addressing the root causes that put them at risk, such as poverty, lack of education and/or social exclusion, as well as improving conditions in specific areas where the environment makes crime more likely (Kruger *et al.*, 2016:8).

### **1.7.3 Social Disorganisation Theory**

The social disorganisation theory was developed by Shaw and McKay in 1942. They expounded that the environmental setting of an individual, whether physical or social, contributes to the behavioural choices they make (Hill & Paynick, 2014:5). According to Welsh, Zimmerman and Zane (2018:148), the social disorganisation theory can shed light on the distribution of crime rates across space and time in urban areas. Their research reveals that crime is not evenly dispersed throughout the city; instead, it tends to be concentrated in specific regions. Even as the community living in these areas experience continual changes, the crime rates remain relatively stable within each region (Kubrin & Weitzer, 2016:379). This observation supports the core premise of the social disorganisation theory, which posits that certain communities may lack social cohesion and collective efficacy, leading to higher crime rates and persistent safety challenges. In the context of the Safer Cities Project, understanding the spatial patterns and stability of crime can inform the implementation of targeted multidisciplinary approaches to address safety and security issues in these specific regions and contribute to building a safer environment for the cities' residents.

According to Linden (2007:142), the situational approach to crime prevention was developed in Britain, where researchers found that conventional justice system responses were not effective in preventing crime. This conclusion was drawn from studies conducted in the 1960s and 1970s, which found that misbehaviour in youth institutions was more strongly influenced by the way the institution was managed than by the individual's personality or background. Situational crime prevention aims to reduce criminal behaviour by making illegal activities less appealing to offenders (Peak & Glensor, 2012:73).

### **1.7.4 Broken Windows Theory**

According to Hill and Paynick (2014:31), the broken windows theory was first introduced in the 1980s by James Wilson and George Kelling and theorises that if the police focus on minor crimes, it will have an impact on major crimes. Kamalu and Onyeozili (2018:72) argue that law enforcement should establish more aggressive ways to fight crime, such as implementing the broken windows theory, which increases control by instituting measures that proactively and visibly prevent crime. The theory

states that if deterioration becomes evident, then it is natural that vandalism and crime will follow. According to Kelling and Cole (1997) and Burger (2007:55), ignoring disorderly behaviour sends a message to citizens that the area is unsafe. Therefore, a collaborative approach between police and citizens is necessary to fix the 'broken windows'. This research demonstrates that by incorporating the principles of the broken windows theory into the Safer Cities Project, the city can create a more holistic and community-oriented approach to crime prevention and safety, leading to a safer and more secure environment for its residents.

The researcher aimed to explore the practical connections between the aforementioned theories and their application in preventing and combating crime in cities. The objective was to understand how these theories can be effectively implemented to address crime-related issues.

## **1.8 SIGNIFICANCE OF THE STUDY**

According to Walliman (2016:81), the significance of a study is determined by its ethical honesty and the innovation of its findings. The problem that the researcher proposes to investigate should address knowledge gaps in the problem and contribute to new knowledge on the subject (Tichapondwa, 2013:158). Gray (2014:53) suggests that the significance of a study is based on the research problem that the researcher wants to address. The significance of this study is detailed below.

### **1.8.1 South African Community and International Community**

According to Paunescue, Lepik and Spencer (2022:14), engaging the community entails developing a shared commitment to common values and principles that inspire residents to act. To bring about change in the world, researchers and practitioners must work together to address challenges and manage specific projects (Marks, 2009:32). This research was driven by the ongoing challenge of crime in South Africa, which impacts both residents and visitors. It was therefore important to examine how this particular initiative is being carried out and to assess whether it has the potential to position South African cities among the safest in the world.

### **1.8.2 South African Police Service and Stakeholders**

The study provides valuable insights that can benefit the SAPS and other stakeholders involved in the implementation of the Safer Cities Project. It highlights the existing gaps that have been obstacles to the project's success and offers recommendations to guide them in making the necessary changes. This study could empower the SAPS and their stakeholders by identifying new knowledge and procedures that manifested during the implementation of the Safer Cities Project. In addition, this study might encourage stakeholders to become involved in an integrated approach that will reduce crime in the country. Collaboration between the police and other stakeholders builds knowledge and fosters an openness to learning and sharing different viewpoints (Marks, 2009:32).

### **1.8.3 Academic Community**

According to Paunescue *et al.* (2022:6), sharing best practices and knowledge with higher education institutions can promote social innovation, create social change, and make a positive impact on the world. The study report and results would benefit students and the academic community by providing information about the Safer Cities Project and an understanding of its implementation in South Africa. The academic community generally conducts research on crime and publishes findings that can make meaningful contributions to society (Goldstein, 2003:33). The researcher's thesis, findings and recommendations can be used as a reference or springboard for further research. The research would also be beneficial to policymakers, assisting them in making more informed decisions and improving the implementation of the project. Equally, it would be beneficial for benchmarking purposes for other cities that roll out the Safer Cities Project in future.

## **1.9 DEFINITION OF CONCEPTS**

Readers of this study must attach the same interpretation to the criminal justice terms used in the study as the researcher. Thus, defining the concepts and indicating how they are used in the context of this study is vital. According to Williamson (2018: 37), philosophers hope to make philosophy less disputatious by clarifying terms in order to escape from futile, deadlock arguments on the used terms.

### **1.9.1 Community Policing**

Community policing can be defined as a multidisciplinary approach that an organisation uses to achieve its strategic objectives to proactively address safety and security issues (Miller *et al.*, 2018:24). It can be seen as a unique approach to policing where police officers and local residents collaborate in innovative ways to solve problems, including crime, fear of crime, social and physical disorder and community development (Potgieter, Wiatrowski & Roelofse, 2016:50). It is based on the principles of partnership, problem solving and localisation and aims to increase community confidence and involvement in crime prevention activities (Akpa, 2024:13).

Cossyleon (2019:1) states that community policing is a crime prevention method that focuses on developing close relationships between police officers and the communities they serve. This concept focuses on working together as a team to prevent crime by addressing challenges jointly and instilling a sense of shared responsibility. For the purpose of this study, community policing is defined as a policing strategy that uses a multidisciplinary approach to share responsibility for addressing the safety and security issues of all citizens.

### **1.9.2 Crime Prevention**

The definition of crime prevention varies from person to person and has attracted the public's attention (Clancey, 2015:1; Lab, 2020:34). The police are entrusted to ensure crime is prevented before it occurs by effective policing (Tilley & Sidebottom, 2017:15). Lab (2020:34) defines crime prevention as an intervention taken to reduce the possibility of the actual crime being committed. Crime reduction and prevention programmes involving active community participation will determine whether crime prevention is effective (Akpa, 2024:13). For the purpose of this study, crime prevention is defined as a distinctive aggressive approach chosen to deal with crime and other safety issues in the community.

### **1.9.3 Safer Cities**

Safer Cities is a concept that promotes liveable cities and focuses on preventing crime in those cities (Aris-Anuar, Jaini, Kamarudin & Nasir, 2011:407). Frost and Sullivan (2011:11) suggest that a safer city uses a range of technologies and integration to get intelligence, which is key to assisting law enforcement and local government to make the right security decisions. Safer Cities is the initiative that brings together cities and law enforcement agencies and other stakeholders to reduce crime through an integrated multidisciplinary approach to maximise safety and security issues. According to Risdiana and Susanto (2019:291), safer cities is an integrated approach aimed at reducing crime in urban areas through stakeholder involvement. In this study, the safer cities initiative brings together cities, law enforcement agencies and other stakeholders to reduce crime through an integrated multidisciplinary approach to maximise safety and security concerns.

### **1.9.4 Safety**

Safety is a condition of feeling safe when faced with a risk of danger (Van den Berg, Pol, Mingardo & Speller, 2006:9). According to Gina (2013:19), safety is a feeling of being safe from danger, whether physiologically or emotionally. Nas (2015:53) believes that safety is a condition of being free from harm or danger caused by natural or unnatural events. For the purpose of this study, safety is defined as a perception of being free from harm or danger, whether physiological or emotional, experienced by a person in their environment.

### **1.9.5 Security**

Purpura (2011:5) defines security as a condition in which an individual feels that fear or threats to their health or life are absent. Alzubair (2019:3) opines that security is being free from any harm or potential changes that may occur in the environment. Security is a condition in which a person feels protected from harm, whether that harm comes from an individual or the situation they are facing (Nas, 2015:53). For the purpose of this research, security is an emotion that a person experiences when free from any threat or harm.

### **1.9.6 Crime**

Crime can be defined as an unlawful act entailing a threat to and a breach or violation of the stability and security of a community and its individual members (SAPS, 2014:11). Snyman (2008:4) defines a crime as an unlawful, intentional act punishable by the state. Petherick (2015:8) states that crime is defined as any action or omission that generates a violation of law that is punishable. Grant (2015:5) postulates that crime is a multifaceted action that takes place and requires addressing many risk factors simultaneously. Society condemns crime as it is viewed as a violation of the law, and many people distance themselves from such behaviour since it is punishable by law (Thotakura, 2014:196). For this study, crime is defined as any act that is committed that is in contravention of the law.

### **1.9.7 Partnerships**

Partnerships are a collaboration between police officers, communities, government agencies and other stakeholders (Miller, Hess & Orthman, 2014:184). Rogers (2017:71) defines partnerships as meaningful collaborative relations between the police, the public and other stakeholders. Partnerships can have an impact on addressing the concerns at hand through commitment and sharing of resources (Eddy, 2010:2). Akpa (2024:13) maintains that the success of partnership policing depends on the police working with the community to resolve problems together. Akpa further indicates that by using resources in the community, socioeconomic problems can be addressed, which can lead to crime reduction. Therefore, partnerships, in this study, refer to the police and other critical stakeholders joining forces to create safe and secure environments.

### **1.10 LIMITATIONS OF THE STUDY**

According to Leedy and Ormrod (2019:75), the researcher must identify any possible weaknesses that may affect the data collection methods and provide an explanation of how the challenges can be mitigated to give credibility to the study. Limitations are factors that influence or constrain a study because of the research methods and design used (Miles, 2019:2). Empirical research was only conducted in South Africa; no research was carried out in other countries that implemented or are implementing

the safer cities concept. Thus, it was not possible to compare the experiences of the project team in South Africa with the experiences of the project teams in other countries. To mitigate this limitation, extensive literature research was conducted on other countries that are implementing or have implemented the safer city concept, and this valuable information was contrasted with the South African experience. This meant that this limitation affected neither the findings nor the recommendations of this study.

## 1.11 CHAPTER LAYOUT

**Chapter One: Overview of the Study** – This chapter provides an introduction and a comprehensive background to the research, detailing its aims and objectives. It clearly defines the problem statement that led to the research questions, outlines the theoretical framework underpinning the research, and describes the study's significance and limitations.

**Literature Review:** Chapter 2,3 and 4 are literature review chapters for this thesis.

**Chapter Two: Crime prevention issues** - This chapter explores the literature regarding the safer cities concept, the legislative framework and crime prevention issues, and explores the necessity for collaboration between the SAPS and other stakeholders in their joint endeavours to combat crime. **Chapter Three: Implementation of the Safer Cities Concept in South Africa** – This chapter deals with the profiling of the cities and how the implementation of the Safer Cities Project is being implemented in South Africa. **Chapter Four: International perspective on safer cities** – This chapter provides an international perspective on the study, depicting how other countries are implementing the safer city concept.

**Chapter Five: Research Methodology** – This chapter provides an overview of the research methodology that was followed in order to achieve the aim and objectives of the study. The chapter details the research design, sampling, data collection, data analysis, ethical considerations, and the methods used to ensure the trustworthiness of the study.

**Chapter Six: Research Findings** – This chapter critically analyses and discusses the obtained data, which led to the research findings.

**Chapter Seven: Conclusion and Recommendations** – In the concluding chapter, the study provides a summary of the research methodology employed and the incorporation of diverse literature. Based on the research findings, the study presents crucial recommendations that can be used in the implementation of the Safer Cities Project.

## **1.12 CONCLUSION**

This chapter provided an overall picture of the crime that citizens experience in South Africa. It also articulated how crime affects citizens' quality of life, especially in cities, which attract people because of the hard socioeconomic factors prevalent in South Africa. The South African community policing strategy promotes an integrated approach, with the community and other stakeholders working together to eradicate crime. Having established the problem statement, the chapter explored how the study aims to evaluate the implementation of the Safer Cities Project in the 10 identified pilot cities. The next chapter reviews the literature on crime prevention and the development of the Safer Cities Project.

## **CHAPTER TWO: CRIME PREVENTION ISSUES**

### **2.1 INTRODUCTION**

Understanding how the Safer Cities Project is implemented in South African urban contexts is essential, particularly in the 10 pilot cities identified by the SAPS. These cities, as major economic hubs, face significant safety challenges that directly impact residents and commuters. Given the complexity of urban crime and its broader social and economic implications, the success of the Safer Cities Project hinges on collaborative efforts between SAPS, local government, and various stakeholders. This chapter draws on relevant literature to explore these dynamics and highlight the importance of integrated crime prevention strategies in promoting safer urban environments.

Documents from the SAPS or other stakeholders pertaining to the Safer Cities Project were perused, and relevant information was extracted. Legislative frameworks such as the Republic of South Africa Interim Constitution (Act no. 200 of 1993); Municipal Systems Act (Act no 32 of 2000); South African Police Service (Act no 68 of 1995); South Africa White Paper on Policing (2016); White Paper on Safety and Security, Integrated and Violence Prevention Strategy (2020); The National Development Plan (2030) and the National Crime Prevention Strategies (1996) among others, were considered.

### **2.2 CATEGORISATION OF CRIME PREVENTION APPROACHES**

In South Africa, crime levels have surpassed international averages and have affected the community either directly or indirectly. It is therefore necessary to find creative, cost-effective ways to deal with crime and violence in society. Crime prevention is a fundamental approach that can be used to stop crime before it happens (Kruger *et al.*, 2016:6). To fulfil its crime prevention mandates the SAPS held a Safer City Summit in 2019 to adopt a multidisciplinary integrated approach to prevent crime and increase the feeling of safety of city dwellers (SAPS, 2019:37). This crime prevention approach aligns with the philosophy of community policing, which promotes active partnerships with the community to activate collaboration and joint problem solving (Dempsey &

Frost, 2008:334). Lab (2020:35) explains that crime prevention can be categorised as primary, secondary and tertiary. This study uses three categories of crime prevention to indicate the relationship between the crime prevention approaches and the Safer Cities Project, namely, primary crime prevention, secondary crime prevention and tertiary crime prevention.

### **2.2.1 Primary Crime Prevention**

Primary crime prevention aims to alter the physical settings within an environment to make it nearly impossible for a criminal to commit a crime (Lab, 2020:35). This stage of prevention aims to reduce crime by using a coordinated and inclusive criminal justice system, which not only serves as a deterrent but also helps ensure that essential services are accessible to the community through sharing information (Lab, 2020:34). In other words, primary prevention involves work that is done at a community level to prevent acts of crime from occurring. In primary prevention, criminals must not have an opportunity to commit a crime because the environment is well secured (Crawford, 2007:870). Therefore, police can conduct programmes such as awareness campaigns to prevent crimes at this crime prevention level.

### **2.2.2 Secondary Crime Prevention**

Secondary crime prevention highlights that some people are more likely to commit crimes or become victims, hence it concentrates on risk offenders or probable situations that could encourage criminal conduct (Lab, 2020:35). This level of crime prevention concedes that the community has an active role to play in crime prevention which will ultimately project the positive behaviour of other community members (Lab, 2020:35). Crawford (2007:570) suggests that secondary prevention entails collaborating with the community in hotspot areas. Within the ambit of secondary prevention, the criminal element already exists, and firm measures must be put in place to prevent perpetrators from flourishing. This can include the arrest and detention of criminals by police.

### **2.2.3 Tertiary Crime Prevention**

Tertiary crime prevention concentrates on offenders who have already committed a crime – the idea is to prevent them from committing another offence (Lab, 2020:36). Lab (2020:36) also supports the argument that tertiary crime prevention involves actions taken by the police and other stakeholders in such a manner that an offender will not commit a crime in the future. These interventions include detention or rehabilitation programmes.

## **2.3 THE STATE OF CRIME AND SAFETY IN SOUTH AFRICAN CITIES**

According to Kruger *et al.* (2016:6), in South Africa, the levels of crime have risen above international averages, which has harmed the economy and placed enormous pressure on the criminal justice system. The authors add that the loss and breakdown in community trust in solving crimes have further deteriorated. According to the Urban Reference Group (2016:1), cities contribute the largest share of economic activity and have the potential to address challenges associated with safety, poverty, inequality, and unemployment. The high levels of crime are alarming, and people in the international space have perceived some of the cities in South Africa as among the most dangerous in the world (Numbeo, 2021:np).

The people of South Africa are grappling with numerous challenges due to the detrimental impact of crime on both the country's communities and economy. The crime situation demonstrates that a whole-of-government approach is needed to deal with this issue (Civilian Secretariat for Police, 2022:5). The fact that high levels of violence and crime continue to be one of the major challenges in South Africa, more specifically violent crime, has resulted in unfavourable perceptions regarding safety and security among citizens (Breetzke, 2012:300). The author points out that unacceptable crime levels tend to make the community feel unsafe and further hinder the community's ability to go about their daily tasks safely.

## **2.4 DEVELOPMENT OF THE SAFER CITIES PROJECT**

The radical move from the apartheid era after 1994 led the SAPS to transform and embrace the community policing philosophy. The majority of South Africans had high

aspirations after the apartheid oppression and were in favour of a new model of governance between the government and the community (Mengistu, Pindur & Leibold, 2000:1). After 1994, the South African Government redefined policing by getting support from the community to maximise participation in crime fighting (Civilian Secretariat for Police, 2016:2). This meant that the police had to partner with the community and encourage active participation to fight crime (SAPS, 2022:4). Despite the changes made and the introduction of safety policies to address high levels of crime and violence, South African communities remain unsafe (Holtmann, 2011:2).

For this reason, community policing, as mandated by the SAPS Act 68 of 1995, was announced to pave the way to build community relations to combat safety and security concerns. This is pronounced in the South African Constitution as a multidisciplinary approach towards crime fighting, public safety issues, and social disorder (Miller *et al.*, 2018:24).

The police were therefore prompted to establish community partnership relationships and develop joint solutions to address safety concerns that were prevalent in the community (Todd, Hamilton & Cadora, 2011:1). The community policing method requires a concerted effort to prevent crime, address social order problems and deal with the service delivery issues plaguing the country; therefore, active participation is required by both the police and the citizens. The community and the police then joined forces to identify innovative ways to deal with problems in the community (Mengistu *et al.*, 2000:7). Kappeler and Gaines (2011:9) imply that community policing obligates both the police and the community to develop innovative ways to jointly address and solve crime.

The safer city's approach gained momentum in South Africa following the President of South Africa, the Honourable MC Ramaphosa, in the State of the Nation Address (SONA February 2019), when he called for "radical social and economic transformation" (SAPS, 2019:1). This prompted the SAPS to hold a National Safer Safety Summit in March 2019 to kick-start the safer city concept. This safety concept is not new; the safer city programme goes back as far as March 1988 as part of the Action for Cities in an effort to reduce crime and fear of crime, to create safer economies and for safer economic life to flourish (Tilley, 1992:1). In 1999, the South

African National Secretariat for Safety and Security requested support from UN-Habitat's Safer Cities Programme to address urban violence and public order offenses in Durban. The programme developed specific tools and strategies to address these issues, aiming to create a safer and more economically successful city (Eizamly & Anuar, 2020:132).

The SAPS has partnered with various stakeholders to develop an inclusive, integrated approach to initiate the Safer Cities Project (South African Police Service, 2019:37). Lab (2020:243) explained that this integrated approach is a step in the right direction, as police cannot deal with crime problems on their own and that solving crime requires a collaborative approach.

## **2.5 POLICY LINKAGES TO THE SAFER CITIES PROJECT**

In South Africa, crime is a concern as it affects the way people live and denies them the basic rights that South Africans are entitled to in terms of the constitution. Crime reduction and safer communities require everyone's participation and the implementation of community prevention initiatives. Local governments are encouraged through legislation to take the lead in implementing prevention efforts at the local level. It makes sense that local governments frequently have the upper hand in this situation. This is especially relevant given that the Constitution of the Republic of South Africa creates and regulates the efficacy of the police. As a result, the Safer Cities Project is based on the approved legislative framework.

### **2.5.1 The Constitution of the Republic of South Africa of 1996**

The Constitution of the Republic of South Africa, which was adopted in 1996 and serves as the nation's supreme legislation, grants all South African citizens certain fundamental rights. In simple terms, it declares that everyone has a right to freedom and an equal right to be free from all forms of violence. This indicates that the constitution guarantees the right to safety and security. The police have been empowered by the Constitution of the Republic of South Africa of 1996 to prevent and combat crime and, more importantly, to uphold and enforce the law. The SAPS has to develop various strategies and interventions to address criminal matters to ensure that this mandate is carried out.

In support of creating safety and security, the SAPS has adopted an integrated approach to address the risks associated with aspects that can contribute to instabilities of criminal deeds faced by the community (South African Police Service, 2020:14). The Safer Cities Project was initiated to enhance policing initiatives and improve security among citizens (Alabi & Balogun, 2018). According to Lab (2020:42), the collaboration in combating crime through a multidisciplinary approach is embedded in the constitution. This integrated approach is a strategic response to the Constitution of the Republic of South Africa and the White Paper on Safety and Security, published in 2016.

Section 41 of the Constitution clearly articulates that government departments must work together to render quality service to all citizens, and Section 206 (3) (c) of the Constitution of the Republic of South Africa requires that good public relations be promoted with communities.

### **2.5.2 The South African Police Service Act 68 of 1995**

The SAPS Act 68 of 1995 was created to empower the police to perform their functions. The essence of this Act is to regulate and control the mandate that has been entrusted to the police (Joubert, 2018:29). The purpose of having a police service is to ensure that policing and the law are maintained so that crime problems can be addressed (Joubert, 2018:25). Chapter 7 of the SAPS Act 68 of 1995 mandates the implementation of the community policing philosophy and outlines the establishment of Community Police Forums (CPFs). This strengthens community participation and finds joint solutions to tackle crime problems. The objective of the SAPS Community Policing Strategy is to enhance active citizen participation as a key pillar to implement the Safer Cities Project (SAPS, 2018a:11).

### **2.5.3 The Municipal Systems Act 32 of 2000**

In South Africa, the Municipal Systems Act 32 of 2000 is legislatively essential for developing policies with a range of stakeholders to guarantee the delivery of basic services to the community. The strategies are developed through Integrated Development Plans to enhance service delivery and are evaluated to measure the effectiveness of the plan (Pheiffer & Rakubu, 2023:541). Kruger *et al.* (2016:14) point

out that municipalities obtain their safety and security approaches from various policies. These policies indicate an integrated approach to promote socioeconomic development and crime prevention; therefore, municipalities should have a clear vision of how they intend to develop cities through effective strategic mechanisms, which can lead to enhanced performance and accountability (Koma, 2010:116).

#### **2.5.4 National Development Plan, Vision 2030**

The South African Government developed the Constitution of the Republic of South Africa of 1996 to promote a community-oriented approach in a democratic era. The National Development Plan (NDP): Vision for 2030 includes the government's plan to create safe environments for its citizens. One of the plans envisaged by the NDP is equipping officers with the necessary skills to serve the community and prevent all aspects of crime (Republic of South Africa, 2012:350). According to Pheiffer and Rakubu (2023:535), the NDP was developed to ensure that a multidisciplinary approach addresses and identifies the root causes of crime and coordinates service delivery with local government and other stakeholders. The NDP acknowledges that socioeconomic factors adversely impact crime and violence prevention. It also recognises that crime prevention requires a more holistic approach and should not be left to the police alone to address the crime and violence problem in society (Civilian Secretariat for Police, 2022:1).

To achieve the vision of creating a safer South Africa as stipulated in the NDP, one of the focus areas is to involve communities through an integrated approach to fighting crime. It is important to ensure that all relevant stakeholders are guided towards a common understanding; commitment is crucial for successfully implementing a partnership-based approach to safety and development (Republic of South Africa, 2012:350). The safer city concept in particular, extends from the premeditated pinnacle which is the NDP and has clear linkages to the NCPS, the National Crime Combating Strategy (NCCS) and the Urban Renewal Programme (SAPS, 2018a:5). The safer city concept is therefore premised on objectives set out in the NDP for the creation of safer violence-free communities for people wherever they may be in South Africa (SAPS, 2018a:5).

To achieve the vision of creating a safer South Africa as stipulated in the NDP, one of the focus areas was to involve the communities through an integrated approach in fighting crime. Collaborating with communities in an integrated approach to combat crime is a crucial step in bridging the gaps associated with working in isolation and fostering joint problem solving (RSA, 2012:350).

### **2.5.5 White Paper on Policing, 2016**

According to the Civilian Secretariat for Police (2016:17), the White Paper on Policing advocates policing for the 21<sup>st</sup> century, which embraces technology and stakeholder participation to support a democratic style of policing. This document was developed by the Civilian Secretariat for the SAPS to promote a multidisciplinary approach and a plan for police and the community to share responsibility in fighting crime. By engaging with various stakeholders in the fight against crime, one can harness valuable information and resources to effectively address the root causes of the ongoing crime issues that afflict the community (Civilian Secretariat for Police, 2016:19).

According to the South African Police Service (2018a:1), the White Paper on Policing derives its mandate from the constitution, which compels the SAPS to partner with the community and build trust and effective relationships to combat crime. Improving partnerships and emphasising a community-centred approach to addressing crime are vital for fostering community trust and enhancing collaborative problem solving (SAPS, 2020:11).

### **2.5.6 White Paper on Safety & Security, 2016**

Lamb, October, Jacobs and Netshikulwe (2021:2) state that the 2016 White Paper on Safety and Security was developed by the South African Civilian Secretariat for Police Service to promote safety in line with the NDP. The White Paper on Safety and Security focuses on preventing crime and acknowledges that an effective criminal justice system is key to achieving safety in communities (Kruger *et al.*, 2016:13; Lamb *et al.*, 2021:9).

According to the Civilian Secretariat for Police (2016:18), the White Paper on Safety and Security makes provision for effective planning and the development of crime prevention programmes to allow citizens to feel safe in their respective areas. Planning must be done through an integrated approach to ensure citizens' safety. Therefore, the White Paper emphasises a collaborative strategy, advocating a shift towards an integrated approach that involves coordinated efforts from communities, civil society, and all levels of government. The Safer Cities Project is a collaborative initiative with the community and other stakeholders to create cities that are crime-free and sustainable (Lim, Kong, Rashid & Malek, 2020:49).

In South Africa, the White Paper on Safety and Security, 2016, offers a clear policy framework for applying a comprehensive, multifaceted approach to the safe cities concept. In addition, it makes clear what each level of government, especially local government, is responsible for doing. The safe cities concept and its implementation in participating cities should be carefully coordinated with the White Paper Implementation Framework (SAPS, 2018a:25).

### **2.5.7 Integrated Violence Crime Prevention Strategy, 2022**

The Integrated and Violence Crime Prevention Strategy (ICVPS) emphasises the need for collaboration to combat crime in South Africa. A comprehensive review of the NCPS, the 2016 White Paper on Safety and Security, and the White Paper on Policing led to the development of the IVCP. The objective of this effort was to develop a more thorough plan for combating and preventing crime. The review of the NCPS was necessary to address the high levels of crime that persist in South African communities (Civilian Secretariat for Police, 2022:2).

This IVCP is based on research that crime prevention cannot be achieved by only one stakeholder because crime is complex in nature and requires a multifaceted approach. This new strategic approach was to close the gaps in silos and streamline synergy among all departments and for them to take responsibility and account for performance and specific targets that need to be achieved (Department of Social Development, 2011:14).

Essentially, the IVCPs are built on six key pillars: a coordinated justice system, support for victims, early interventions aimed at preventing crime and violence while promoting safety, efficient and unified service delivery for security and violence prevention, creating safer environments through thoughtful design, and encouraging active involvement from the public and communities (Civilian Secretariat for Police Service, 2022:11). The Safer Cities Project is a collaborative approach that is aligned with the principles of the IVCPs. This integrated collaboration's sense of responsibility and accountability is perceived through performance in achieving desired deliverables (Department of Social Development, 2011:15).

The 2016 White Paper on Safety and Security, in support of IVCPs, supports the involvement of the CPF in fighting crime and outlines the role of the CPFs in carrying out various projects. In addition, the CPF structures and other community-based structures are also needed to ensure a joint effort and active participation in reducing crime in South Africa (Civilian Secretariat for Police, 2016:16).

### **2.5.8 South Africa District Development Model**

The District Development Model (DDM) was first initiated by President Cyril Ramaphosa in his budget speech in 2019, where he announced its implementation. This model's approach addresses service delivery issues at a local level through an integrated approach by a range of stakeholders (SAPS, 2022c:97). He also outlined the role of both the national and local governments in engaging and developing effective integrated plans that are aligned to the needs of communities at district levels (SAPS, 2022c:97).

The DDM is supported by the NDP and is premised on the potential to achieve the government's goals in reducing the social ills faced by the community (Department of Corporate Governance and Traditional Affairs, 2021a:2). The Safer Cities Project is aligned with the DDM as it promotes an integrated approach to dealing with safety and service delivery issues and the DDM's strategic development programmes and projects. It is similar to the Safer Cities Project as it could draw financial investment from various communities (Nel & Minnie, 2022:47).

For the DDM to be successful, integrated implementation plans must be developed to ensure that, in the long term, plans are sustained; therefore, each district must develop one plan to address the challenges it faces. It is for this reason that the overall principles of the DDM which entail, alignment, collaboration, sharing of best practices, transparency and participation must be adhered to (Department of Corporate Governance and Traditional Affairs, 2021a:6). Interestingly, the DDM took into consideration that each district is unique, and interventions must be based on the specific needs of that district (Nel & Minnie, 2022:44).

## **2.6 CRIME PREVENTION APPROACHES TO IMPLEMENTING THE SAFER CITIES PROJECT IN SOUTH AFRICA**

The South African Government has established several strategies and policies to address the crime challenges facing South African cities (Vyas-Doorgapersad & Ababio, 2008:175). These strategies include policing approaches, among others, such as the collaboration approach, the institutional approach, the partnership collaboration approach, the situational crime prevention approach, the social crime prevention approach and the community policing approach. Through the adoption of these approaches, the police have moved from a reactive way of policing to a preventive approach to crime before it happens (Vyas-Doorgapersad & Ababio, 2008:176).

Crime prevention comprises various strategies and measures that can be used to reduce crime. In other words, crime prevention intends to prevent a crime from actually taking place (Kruger *et al.*, 2016:6). For crime prevention to be effective, integrated planning and commitment are required from communities, businesses, traditional leaders and government entities to jointly address crime (Civilian Secretariat for Police, 2022:5).

The next section discusses the different approaches used in the Safer Cities Project and the critical need for partnerships, as crime is not the sole responsibility of the police. Understanding the crime and then applying crime prevention approaches to reduce it in cities is important. The partners can work together to leverage the resources and skills within a community for the community's benefit, thereby contributing to a decrease in crime (Prenzler, 2012:149). The creation of safer communities is a collective responsibility, not solely the domain of the police. All

departments are mandated to implement programmes that contribute to community safety (Holtmann, 2010:5).

### **2.6.1 Collaborative Approach**

According to Kruger *et al.* (2016:5), the high levels of crime that communities face affect people's lives and hinder them from having a safe, conducive environment, influencing how they live. Therefore, creating a secure and safe environment will require concerted efforts from communities to play a more active role in localised crime prevention efforts. In South Africa, the government has developed policies such as the NDP, Community Policing and the DDM, which are premised on working with a range of stakeholders at the local level because they have a holistic view of the safety and service delivery needs in the cities and surrounding areas. These efforts need to be coordinated and led by a dedicated team, and local governments could play this role. The Safer Cities Project is an integrated initiative where a wide range of stakeholders collaboratively work to address and combat crime in urban areas. According to the SAPS (2022d:14), stakeholders seeking to collaborate with the police should ensure that the following requirements are met:

- *Alignment of goals, objectives, and responsibilities* – Ensure that goals, objectives, and responsibilities are in sync with any partners.
- *Ensuring effective contributions* – Make certain that the organisation contributes effectively to any partnership it joins.
- *Selective engagement in policing partnerships* – Be cautious about entering new policing partnerships unless the organisation can fully and efficiently contribute to their success.
- *Resource management* – Prevent undue strain on SAPS resources, including manpower, finances, logistical demands, and competition with existing commitments.
- *Equality in policing services* – Do not provide preferential treatment or special access to policing services.
- *Maintain good standing* – Organisations should be in good standing when considering such partnerships.

### **2.6.2 Institutional Arrangement Approach**

Local governments are governmental institutions with the mandate to manage and regulate operations within a specific region (Roux, 2005:64). Local governments are appropriately well positioned in communities to deal with the needs and provide services that are needed in the community (Koma, 2010:113; Sebola, 2015:4). Thornhill (2008:492) is of the view that local government is close to the community and is the first contact point for the community to respond to its needs. Therefore, it is contended that local governments can assist because they are ideally positioned to respond to their community's needs. To carry out these functions, municipalities are mandated to develop an Integrated Development Plan (IDP), which addresses service delivery and safety aspects that must be executed (Pheiffer & Rakubu, 2023:536). Although crime prevention is not the primary responsibility of local governments, they have forged partnerships with other stakeholders to participate in efforts to reduce crime (Pheiffer & Rakubu, 2023:536).

According to Jannetta and Lachman (2011:13), the police must play an active role with their partners when dealing with crime issues to ensure that legal regulations are always maintained. This will allow the police to enhance relations with the community and outline the responsibilities that each stakeholder must undertake (Jannetta & Lachman, 2011:17). Therefore, collaboration between the local government, SAPS and other stakeholders is imperative to successfully curb crime and, more importantly, address the needs of local communities (Pheiffer & Rakubu, 2023:552; Zenzile & Mofokeng, 2021:1075).

### **2.6.3 Partnership Collaboration Agreement**

Partnership entails agreeing to share valuable skills or resources towards achieving a specific goal (Pelser & Louw, 2002:137). Many different types of partnerships exist, and some stakeholders, depending on their expected needs, decide to enter either a formal or an informal one. Roman (2015:7) posits that forming partnerships should not be seen as an immediate solution but rather as a sustainable solution for jointly reaching the desired goals. According to Tennyson (2011:5), stakeholders who choose to work in silos often merely compete, leading to the duplication of work and the waste of critical resources. Drawing up partnership agreements is a serious

business and is the ideal platform to outline opportunities, interests, and goals. Hence, parties entering into agreements must clearly define their intentions and objectives from the outset and ensure comprehensive plans are in place to reach the expected goals (Louw, 2004:251). This form of agreement involves a considerable amount of negotiation and commitment by all parties (Pelser & Louw, 2002:136; Tennyson, 2011:15). In the SAPS, there is also a provision for establishing partnerships, and all agreements must be signed off by the National Commissioner of the SAPS (SAPS, 2022d:1).

From the outset, the partners should agree on the criteria that will be adopted to execute the partnership agreement (Hardy, Hudson & Waddington, 2003:36). The Safer Cities Project entails partnering with local governments and other stakeholders to curb crime in cities – this was pledged during the Safer City Summit in 2019. During this summit, the National Commissioner of the SAPS invited stakeholders from local government and various other stakeholders to jointly develop plans to address crime in cities (SAPS, 2019:37).

However, Tilley and Sidebottom (2017:15) argue that if the stakeholders are not mobilised to form part of the collaboration, the project's expected results will not be reached. Therefore, the development of partnerships should aim to add meaningful value to the municipality, particularly by adapting to ongoing changes in the environment, such as rising or shifting patterns of crime that impact public safety and service delivery (Jeffery, 2009:11).

#### **2.6.4 Situational Crime Prevention Approach**

The model of situational policing is an approach to getting a comprehensive, holistic understanding of the circumstances that outline how the offender commits an offence (Ho, Ko & Mazerolle, 2022:1). This model of situational policing involves reducing the opportunity for crime to be committed by an offender. Placing CCTV at crime hotspots can deter a criminal act from taking place as the offender can be identified and apprehended through camera footage (Tilley & Sidebottom, 2017:6).

In addition to criminality, this model suggests that collaboration and the integration of plans are essential to address the physical surroundings and criminal aspects that communities face. Tilley and Sidebottom (2017:6) believe that one should ensure that the root causes of crime are identified because some crimes can easily be displaced to another area, and the crime may persist.

This approach to crime prevention focuses on the physical or social condition of an environment. It is associated with doing practical things such as installing or changing streetlights to avoid a criminal act from occurring (Elliot & Fagan, 2017:12). This means that if the environment can be changed, it might reduce opportunities for criminals to commit crimes, leading to a reduction in crime. Looking at the safer cities concept, municipalities are at the local level, where they work directly with the community. This research indicates the need for collaboration with municipalities as key strategic stakeholders to address safety and security issues.

Taking into account that municipalities are responsible for service delivery, this collaboration is critical to address issues like street lighting. The SAPS collaboration with municipalities and other critical stakeholders is an all-government approach to combat crime and ensure safe and secure cities, involving all communities and the government. Without municipal partnerships, crime reduction is impossible. The police acknowledge the importance of community involvement in reducing crime and have made numerous efforts to mobilise communities in the fight against crime (SAPS, 2019:6).

In all senses, the SAPS needs the involvement of all communities and other government departments to combat crime. Improving the ability to reduce crime through successful partnerships is crucial for fostering collaboration and shared responsibility. Nevertheless, establishing these partnerships is not always easy (Kruger *et al.*, 2016:15). The fundamental policing model addresses the situational analysis that guides the SAPS' strategic direction of an innovative approach that involves community participation to combat crime (SAPS, 2020:9)

### **2.6.5 Social Crime Prevention Approach**

Crime and violence can be prevented through social crime prevention and other initiatives planned with strategic stakeholders in cities (Kruger *et al.*, 2016:2). By incorporating social crime prevention into the Safer Cities Project, cities may address the social roots of crime and adopt targeted activities that improve safety and reduce crime rates. Grant (2016:3) points out that instead of concentrating on the criminal, social crime prevention efforts aim to reduce the risks that exist in the community.

Social crime prevention entails motivating citizens to take charge of building resilient communities by addressing current environmental disorders and cultivating lawful attitudes (Department of Social Development, 2011:11). Grant (2015:3) suggests that implementation of programmes to reduce crime, including social crime, requires a collaborative multi-stakeholder approach with stakeholders to strengthen youth programmes in the community to help young people avoid being at risk of offending.

The social crime prevention initiatives by the police and stakeholders must be done continuously with consistent follow-up measures and programmes (Hill & Paynich, 2014:26). Elliot and Fagan (2017:178) suggest that the police can focus policing on hot spot areas where crime is prevalent and map those areas to include other stakeholders to address social problems. In addition to the programmes initiated, proactive crime prevention must precede reactive policing (Schneider, 2015:40). Braga (2008:1) suggests that interventions by the police can have a greater effect by identifying the root cause of the problem. Once the problem is investigated, stakeholders must be involved with the intervention to ensure adequate resources are available for effective implementation. Police have become aware that social incivilities, such as people loitering in public or disrespecting public property, can lead to criminal activities and affect the quality of life in a community (Braga, 2008:9).

Social crime prevention, on the other hand, takes into consideration that apart from the police, the criminal justice system and municipalities must be roped in to ensure success. Rakubu and Modipa (2023:243) further mention that lobbying for support from stakeholders to address the social aspects faced by the community can prevent criminal acts from occurring. In the Safer Cities Project, crime prevention and safety in cities are key deliverables; therefore, collaboration with law enforcement through

the use of technology such as closed-circuit television (CCTV) is useful in addressing crime. Grant (2015:11) supports this notion and explains that the use of CCTV can be a deterrent to perpetrators and mobilise police to respond swiftly to incidents that are taking place. Collaborating with stakeholders is significant in the Safer Cities Project as it promotes shared responsibility; by working together, all stakeholders can jointly address urban safety challenges and create sustainable, inclusive, and safer cities for all.

### **2.6.6 Community Policing Approach**

According to Ngoveni, Maluleke and Mabasa (2022:485), the police have introduced the community policing approach, which is focused on problem-solving with citizens' active involvement in the fight against crime. This approach enhances collaboration with the community and promotes a sense of shared responsibility to deal with crime affecting communities (Miller *et al.*, 2014:26). The authors further mention that partnering with the community to combat crime embraces partnerships in a new concerted approach in which the police fight crime.

According to Palmiotto (2011:152), the police should use this approach as a fundamental basis to strengthen stakeholder relations and to optimally use the available resources. The author further states that this is a move away from the traditional reactive way of policing; through collaboration, proactive policing will improve and find new ways of finding effective solutions to fighting crime.

Moreover, collaboration between all stakeholders is essential to ensure optimal success in fighting crime. This community policing necessitates CPFs to be established at all levels in the community (Mofomme, 2004:61). The purpose of the CPFs is to work within the legislation and mobilise the community to prevent and combat crime in communities (Ngoveni, Maluleke & Mabasa, 2022:482; Schneider, 2015:19). These structures were also created to ensure that at the local level, there is accountability and effective community involvement in fighting crime (Tyabazayo, 2023:47).

## **2.7 CONCLUSION**

This chapter discussed the multi-stakeholder collaborative crime prevention approach to policing in South Africa and how the Safer Cities Project aims to deal with crime in cities. The problem of crime and safety in cities was articulated to demonstrate the impact it has on South Africa as a whole. This section gave a breakdown of the development of the Safer Cities Project and the linkages to various policies in South Africa. The Safer Cities Project is aligned with various policing strategies that aim to reduce crime in South African cities. Collaboration and establishing partnerships in the Safer Cities Project are equally important, and from a research perspective, it is important to be aware of the methods for putting the integrated social crime prevention strategy into practice, which is covered in this chapter. It is crucial to apply the research methods to get a practical perspective from departments, civil society organisations, the business sector, and communities on how to do so in South Africa. Ultimately this chapter explains why the study is needed, showing how a focused approach of the Safer Cities Project can improve both practical crime-prevention efforts and understanding of collaborative urban safety strategies in South Africa. It also identifies the knowledge gaps this research aims to fill, supporting the study's methodological and theoretical approach. This leads naturally into the next chapter, which will outline how the Safer Cities Project is implemented in practice.

## **CHAPTER THREE: IMPLEMENTATION OF THE SAFER CITIES PROJECT IN SOUTH AFRICA**

### **3.1 INTRODUCTION**

This section focuses on the implementation of the Safer Cities Project piloted in South African cities and its benefits to local communities. Creating safer cities is about partnerships between the police, local governments and various other stakeholders who jointly address safety and security concerns in South African cities. Van Graan (2016:140) explains that partnership policing is a consultative approach that is in line with Chapter 7, Section 19 of the South African Police Service Act 68 of 1995 to address safety concerns faced by communities.

These cities have seen an alarming population increase, which has increased the demand for resources and other commodities (Mohanty, 2017:2; Thornhill, 2014:143). This has contributed to an increase in crime and the inherent difficulties faced by citizens and the tourist industry; therefore, more effective crime prevention measures are needed. The Safer Cities Project has been implemented to create crime-free cities and promote active citizenry to change the picture of crime in the hope of expanding the tourism industry (SAPS, 2021b:4). The safer city concept which is sometimes referred to as “smart city” or “Urban Safety” is an approach that is multidisciplinary and collaborative, i.e. involving a range of stakeholders from various sectors of government, civil society, business and any other relevant interested parties. The ultimate goal of a safer city or district is to be crime-free to enhance the economic status of the identified precinct.

### **3.2 APPROACH TO IMPLEMENTING THE SAFER CITIES PROJECT**

The approach to implementing the Safer Cities Project is for SAPS to partner with municipalities and other stakeholders to create safe cities using technology and collaboration. This approach recognises that various factors, including socioeconomic factors, must be addressed to create safer communities. The collaborative approach

further promotes effective and integrated planning and implementation by the government and community (Civilian Secretariat for Police, 2016:9).

The Safer City Summit in 2019 was the initial platform that SAPS used to establish key strategic stakeholders in creating safer cities. Collaboration plays a pivotal role in crime prevention and demands that SAPS works together with all stakeholders to prevent criminal activities. It is imperative to enhance collaboration and exchange valuable information that can benefit everyone involved, particularly the affected communities. This necessitates the police to engage and jointly address crime through an integrated approach (Lim *et al.*, 2020:55).

To create effective strategies for addressing crime and violence, it is crucial for law enforcement agencies and various government departments like social development, health, education, treasury, CoGTA and others to work together. This collaborative effort involving community needs should be implemented in partnership with external stakeholders (Civilian Secretariat for Police, 2022:1). According to Steyn, Carruthers, Dekker, du Plessis, Kruger, Kuschke, Sparrius, van Eck and Visser (2016:21), there are various causes for crime and violence and different stakeholders can get involved in the effort to build safe communities depending on their level of competence. Provision must be made for stakeholders to create a comprehensive plan during the preparation phase that will highlight deliverables that must be completed within the specified period (La Vigne *et al.*, 2012:35).

Arrington (2007:14) suggests that the Safer Cities Project offers a clear approach to tackling the issues contributing to the high crime rate and citizens not feeling safe. By systematically scanning the city for safety hazards, analysing their root causes, implementing focused responses and continuously assessing the effectiveness of interventions, the project can be directed effectively. Incorporating the Scanning, Analysis, Response and Assessment (SARA) model into the project methodology makes it more data-driven, adaptable and proactive. This structured approach ensures a safer and more resilient urban environment, benefiting the community at large.

Partners should collaborate to identify crime problems that are being faced in the community and jointly establish what approach may be required to address the problems and find sustainable solutions to prevent them from recurring (SAPS, 2014:2). Gido and Clements (2015:10) highlight that stakeholders are educated about the project during the initial project phase and a commitment is made to start it. Stakeholders are responsible for creating governance frameworks and obtaining a council resolution. The council, composed of elected officials or representatives from each municipality involved, makes important decisions and sets policies. Getting approval from each council shows their support for the project, which is essential for moving forward. It is vital to start creating a project plan that specifies the project's goals and procedures for implementation during the subsequent planning phases (Gido *et al.*, 2018:12).

### **3.3 CRITICAL COMPONENTS IN THE APPROACH FOR SAFER CITIES**

The safer city approach adopts a comprehensive and inclusive approach to reducing and preventing crime and violence. In order to create safer cities for all residents, it is recommended that cities and towns establish comprehensive urban safety policies and action plans that are grounded in social inclusivity and active communities (Alabi & Balogun, 2018). Implementing the Safer Cities Project can be challenging, and therefore, stakeholders must collaborate to discuss, plan and address challenges in the project. For the Safer Cities Project to succeed, structures must be established to minimise the risk of failure (IHS Markit, 2017:19). In a safer city initiative, governance structures are put in place to support effective implementation. Governance involves the set of systems, procedures, and regulations that responsible institutions use to oversee, guide, and manage the successful execution of the project. Karlson (2020:927) further explains that governance institutions are those entities which are accountable or responsible for the project's results. Project governance can be characterised as an all-inclusive framework made up of management systems, rules, procedures, connections and organisational structures. To achieve the strategic objectives, this framework acts as the basis for decision making throughout the project (Bekker & Steyn, 2009:226).

Another aspect is that embracing technological advancements aligns with the principles of the Fourth Industrial Revolution, paving the way for more efficient gathering, processing and dissemination of information and intelligence across government sectors and diverse stakeholders. This proactive approach enhances threat detection and crisis resolution, addressing safety and security concerns. By leveraging technology, cities can bridge the resource gap caused by limited resources and a growing population. In the context of cities, technology has become a powerful tool to combat various forms of crime and crime incidents effectively (Faith & Bekir, 2015:289).

Interestingly, Wereda, Moch and Wachulak (2021:1) highlight that numerous authors who researched factors contributing to the establishment of secure cities have consistently identified several critical elements. These include the recognition of key stakeholders, the procurement of necessary resources, the determination of top priorities, the formulation of policies that promote urban development, the use of technology and the establishment of security measures across all areas.

### **3.3.1 Steering Committee**

IHS Markit (2017:19) defines a steering committee as members appointed to make strategic decisions in the safe city initiative. For the steering committee to be effective, terms of reference must be developed that clearly outline the roles and processes of how the project will unfold (Gosling & Edwards, 2003:52). Their responsibility as the steering committee is to ensure that funds are made available and to make sound decisions to ensure the success of the project.

According to La Vigne *et al.* (2012:37), a safe city committee serves as the central strategic body responsible for supervising and coordinating all project stakeholders and allocated resources. In addition, it is tasked with making necessary decisions throughout the project. The SAPS (2018b:8) provides the responsibilities of the steering committee, which include:

- Convening meetings to discuss the progress of the project.
- Reviewing the project at the end of each phase, monitoring its viability and producing a detailed plan for the following phase.
- Signing off on the completion of each phase and authorising the start of the next phase.
- Resolving any conflicts within the project.
- Ensuring that appropriate resources are available for the project.
- Approving all major plans and authorising any major deviations from the agreed plan.
- Monitoring the continued relevance of the project and making recommendations for termination or significant modifications to relevant structures should circumstances indicate that such actions are necessary.

### **3.3.2 Technical/Project Team**

According to the SAPS (2018b:15), the technical team refers to a group of individuals who coordinate or perform the project work to produce and realise the deliverables. The duties of the technical team for the Safer Cities Project are to actively work on the project throughout its life cycle, ensuring that every phase is executed smoothly. Moreover, their role involves the crucial responsibility of overseeing the implementation of the integrated project plan and aligning all project activities with the established plan. The appointment of a project team is determined by the specific requirements and nature of the project, ensuring that skills and expertise are a perfect fit. In addition, collaboration is required with end-users, actively engaging with them to understand their needs and preferences, thereby ensuring that the project's ultimate goal meets the diverse business needs of the organisation.

The project team is tasked with various administrative duties, including organising meetings and managing documents. As emphasised by Rosenbloom and Kravchuk (2005:141), effective organisation of day-to-day administration is crucial for fulfilling project responsibilities. Organising ensures that each person involved in the project has defined responsibilities, ultimately leading to the smooth and efficient operation of the project. In contrast, organising assigns specific functions to individuals within the

project's structure (Gido & Clements, 2015:10). The SAPS (2018b:8) provides the responsibilities of the technical team, which include:

- Actively engaging in project activities throughout its life cycle.
- Guaranteeing the execution of an integrated, comprehensive project plan.
- Be assigned in alignment with the project's specific roles and responsibilities
- Collaborating closely with stakeholders to ensure the project aligns with business objectives.
- Contributing to project management tasks as directed by the project manager, including risk assessment, document management and project administration.

### **3.3.3 Conducting a Situation Assessment of the Environment**

It is essential to evaluate the factors that contribute to crime and rally the collective efforts of citizens and other stakeholders to address these issues. This response should be both innovative and part of a long-term strategy, while also being adaptable to meet immediate needs. In doing this, law enforcement must establish platforms so that data can be shared to develop tailor-made solutions that can be linked to all stakeholder platforms (United Nations Habitat, 2012:5).

In conducting these assessments, key stakeholders are the communities residing in the cities. It is crucial to engage and involve them right from the beginning. The SAPS can effectively connect with communities through the local CPFs established at the grassroots level. Communities can offer vital information, and their support can contribute significantly to obtaining an accurate understanding of the community's needs (Miller *et al.*, 2014:126; Palmiotto, 2011:85). Moreover, involving the communities can only have a positive impact on the project and leaving them out could result in negative consequences (Mamokhere & Meyer, 2023:7).

If one considers that criminal behaviour is significantly influenced by the nature of the immediate environment and the opportunities that present themselves to encourage criminals to offend, assessing the environment is one of the fundamental aspects that must be done in a Safer Cities Project (Wortley & Townsley, 2016:4). Newburn (2013:296) believes that situational crime prevention should include actions that

facilitate strategic planning, leading to a reduction in criminal activities and ensuring sustainability. This can involve stakeholders implementing technology within that specific community. Wortley and Townsley (2016:10) warn that the constant influx of people into a city can place a burden on existing resources and may require that constant monitoring be done to mitigate this. The assessment is ideal to assist with planning at the local government level and further adopting the most suitable intervention to address crime problems in the community, as these fact sheets are designed to ensure a more coordinated approach (Morgan, Boxall, Lindeman & Anderson, 2011:2).

According to Venter, Swart and Leenen (2012:np), conducting the relevant assessment of a city will contribute to collecting critical information that can be incorporated into the integrated plans. By identifying the crime situation in open spaces and problematic areas, plans can be developed to ensure that commuters and community dwellers feel safe. Forming partnerships to collaborate with other public institutions, private sector organisations and community members can make it difficult for criminal activities to take place (Stankevičė & Navickaitė, 2012:402).

According to Burton and McGregor (2018:3), the Safer Cities Project's use of the SARA model is essential to its success. This model offers a structured approach to deal with the challenges of this initiative. By methodically defining clear and measurable goals, strategically allocating resources, and effectively managing problem-solving efforts at both tactical and strategic levels, the project not only enhances its problem-solving capabilities but also fosters a culture of data-driven decision making and continuous learning. This systematic framework ensures that the project remains adaptable and responsive to evolving urban safety needs, while also promoting collaboration among various stakeholders, resulting in a comprehensive and sustainable approach to urban safety and crime reduction.

### **3.3.4 Compiling Integrated Plans**

To effectively plan and develop metropolitan budgets and projects, the municipality must engage and consult with the community and other public groups regarding their needs. The establishment of IDPs is to create active community participation and

address the needs of the community (Kahn, Madue & Kalema 2016:26; Mamokhere & Meyer, 2023:2; Mashamaite & Madzivhandila, 2014:229).

Owing to criminal activity, it is imperative that various safety concerns be addressed and strategies be created to address these concerns to improve living conditions. Cities must meticulously craft comprehensive plans that consider the diverse needs of their communities. By crafting comprehensive plans, they can enhance efficiency and service delivery, ensuring that all residents' requirements are met effectively and inclusively (Wereda *et al.*, 2021:13). Community participation is essential in involving them in decision-making processes to develop an integrated approach to planning, including the entire decision-making process (Kumar, 2013:24).

Planning in any project cannot be underestimated because it can lead to the success or failure of a project. Planning should include critical aspects such as time frames, proper record-keeping and guidelines on how the project will unfold (Magano, 2008:53). This planning process should be done collectively with all stakeholders to ensure integrated plans are developed to address the needs of the community. It is very important to ensure project plans are achieved at the specified times and monitored to check if they have the desired impact on the community.

### **3.3.5 Establish an Integrated Command and Control Centre**

The Integrated Command and Control Centres (ICCCs) are intended to act as the focal point for organising disaster management, handling exceptions and administering city operations. These facilities use sensors and edge devices to continuously gather and produce real-time data from various crucial services, such as water, waste management, electricity, transportation, urban infrastructure, education, healthcare and safety. The ICCCs serve as multi-layered decision platforms with diverse components (KPMG, 2020:1).

These ICCCs are already established in the SAPS as an integrated approach to crime response (Civilian Secretariat for Police, 2021:21). Command centres, often known as fusion centres, can be defined as collaborative efforts involving two or more stakeholders who pool their resources, expertise and information to detect, deter and respond to incidents (Saarie, 2010:14). The fusion centre is like a go-between for the

police and people who make important decisions. Police analysts can sort through large amounts of information better and make sure they use their limited resources wisely. The stakeholders in the fusion centres can work together and share their information. In addition, scientific and organised help can assist both policymakers and police managers in identifying and addressing potential risks in society (Shim, 2018:205).

According to Saari (2010:14), a command centre is an infrastructure that allows other stakeholders to view and respond to live feeds of CCTV cameras or other technology. CCTV cameras are primarily designed to reduce crime through various methods. First, they act as a deterrent to potential offenders who may fear being captured on camera while committing a crime. Second, they offer law enforcement the chance to detect crimes in progress or about to occur, allowing for timely intervention. If these measures do not prevent crime, the cameras can provide recorded evidence of the crime, including details on the individuals involved and the events, which can be used in legal proceedings. Where these two mechanisms fail, CCTV cameras can record evidence that a crime occurred, who was involved and what took place, which can be used in criminal prosecutions. The first mechanism relies on offenders perceiving the effectiveness of CCTV cameras; otherwise, there will be no perceived risk. According to Anerez, Kanjo, Anwar, Johnson and Lucy (2021:3), CCTV cameras serve as deterrents, provide law enforcement with more authority, and offer real-time surveillance. CCTV cameras are crucial for improving municipal safety. In situations where prevention is ineffective, they also support the identification and prosecution of offenders. However, the public's perspective is crucial to their efficacy, since people need to see CCTV as an important instrument for community safety.

Command centres are seen as the future in coordinating integrated centres to respond to real-time situations in the environment and render effective coordinated approaches to deal with the situation at hand (Venter *et al.*, 2012:np). In South Africa, the government has set up the National Joint Operations Centre, which serves as the primary national command centre for decision making and information sharing among all stakeholders. This central hub connects with various command centres, receiving information and relaying it to the National Joint Operations Centre for coordinated actions (Venter *et al.*, 2012:np).

The private sector assists by providing manpower and other resources in the command centres to ensure their effective functioning (Carter, Carter & Chermak, 2016:10). An ICCC helps cities achieve more using fewer resources. It upgrades decision making by using real-time data, offering better awareness of situations compared to the old-fashioned, inefficient method of managing city departments separately (Uchoi & Debbarma, 2022:105). The centre fuses a multi-stakeholder approach that simultaneously mobilises all the relevant resources needed to respond to incidents that may occur in the city (Saari, 2010:12).

According to the SAPS (2022e:2), the ICCC serves as the hub where crime-combating efforts are initiated, coordinated and monitored at the relevant levels. These command centres are established in every district to monitor and ensure oversight over frontline service delivery and operations at the local level. According to the SAPS (2022e:2), members who are deployed in the command centres are expected to ensure the following deliverables:

- Tasks and responsibilities are properly managed, people are held accountable for their actions, and effective coordination and accountability are essential.
- Total situational awareness is necessary to fully comprehend the issue at hand, allowing for informed decision making and actions.
- Enhanced operational and tactical planning entails enhancing strategies and plans to increase overall efficacy in operational and tactical activities.
- Focused intelligence-led policing emphasises using data and intelligence to direct law enforcement efforts and ensure that resources are allocated to the most pressing problems and locations.
- Putting into action and keeping up with the SAP's plan for fighting crime and delivering frontline services.
- Maintaining inclusive detection practices that involve managing crime scenes, coordinating investigations, optimising forensic leads, analysing cases and offenders, tracing suspects using analysis, identifying organised crime trends and using analysis to oppose bail and provide stronger testimony for harsher sentences.

- Improved training and communication for law enforcement agencies to achieve enhanced incident response capabilities, reducing the impact of criminal incidents on the community.

### **3.3.6 The Use of Technology for Safer Cities**

In South Africa, city planners are exploring technology to solve problems in cities, ensuring that communities receive essential services (Balkaran, 2019:1). In the context of deterring criminal activities, various technologies can be employed. For instance, surveillance cameras, biometric systems, GPS tracking or other advanced monitoring tools can serve as deterrents by creating the fear of being immediately identified and caught among potential wrongdoers (Saari, 2010:5).

Gogov (2017:27) suggests that the police have many technologies available. They need to be open to new ideas and overcome obstacles like costs to make the best use of these technologies. These costs include not just buying the technology but also considering what else could be done with the money. This means they have to decide what is most important and analyse the benefits of using new methods and tools. The use of new technology may be associated with risks and costs, as people will have to be trained, and technicians will need to be available to ensure that the systems they put in place are working optimally.

According to the Civilian Secretariat for Police (2021:18), many technologies can be used to create safe and secure communities; however, it is important to collaborate with other stakeholders to ensure effectiveness. The integration of technology has significantly strengthened law enforcement and policing within the Safer Cities Project, becoming a key driver for their successful execution (Anderez, Kanjo, Anwar, Kanlo, Johnson & Lucy, 2021:2). Some of the technologies mentioned in the SAPS include a mobile application, Automated Vehicle Location, body-worn cameras and drones.

The SAPS has a mobile application that allows people to share any information with the police and access the services needed by the community. The purpose of creating this application is to create safety in communities and assist people who are in danger (Civilian Secretariat for Police, 2021:18). According to Anderez *et al.* (2021:7), the

mobile application not only helps the public report emergencies but also suspicious activities, thereby aiding in the prevention of crimes. An example of such an application is "MY SAPS," introduced by the SAPS Civilian Secretariat for Police (2021:18).

The automated vehicle location system helps police and law enforcement to quickly find and dispatch the closest vehicles to a crime scene (Civilian Secretariat for Police, 2021:20). The automated vehicle location system works by using special software connected to GPS satellites, providing information about vehicles (Shim, 2018:201). When a vehicle is detected, the system immediately alerts and dispatches it to the police department for action (Civilian Secretariat for Police, 2021:20).

Body-worn cameras can also assist law enforcement security officers in recording events and are usually worn on the upper body of an officer. Body cameras used by the police offer several benefits in fighting crime. They capture instances where officers protect themselves and help address accusations of misconduct or not following the law (Civilian Secretariat for Police, 2021:23). In the SAPS, body-worn cameras have not yet been implemented. According to Mateescu, Rosenblat and Boyd (2015:8), it is crucial for law enforcement agencies planning to implement body-worn cameras to conduct comprehensive studies. Key questions must be addressed, including when the cameras will be operational, how individuals will be informed about their activation, whether they can request deactivation, who has access to the footage and the duration for which the footage will be retained. The authors also emphasise the importance of considering the legal aspects along with ensuring alignment with existing policies and legislation.

Drones can be used for both proactive and reactive policing. According to Khan, Alvi, Safi and Khan (2018:1), drones are defined as unmanned air vehicles that can either be used with the assistance of a pilot or remotely. They can be used in crime investigations and assist in the collection of vital evidence, as often, people are unaware that there is surveillance monitoring their criminal activities (Civilian Secretariat for Police, 2021:23). In cities, drones can assist with the influx of people coming into the city and assist the police in creating a safer city for the residents (Khan *et al.*, 2018:1). The implementation of drone technology in policing represents a modern approach to addressing intricate safety and security challenges within the

Safer Cities Project. This innovation enables law enforcement to use the latest technology effectively in enhancing city safety measures (Khan *et al.*, 2018:3). The use of drones goes further than preventing crime; they can be used for various other reasons, such as medical emergencies, disaster incidents and critical infrastructure protection (Russel, Hasbini & Peterson, 2016:5).

Drones in the wrong hands can be dangerous, but if used correctly by law enforcement, they can be extremely important in combating crime and dealing with safety concerns (Maluleke, 2020:635). According to Voss (2013:2), drones can be operated remotely, eliminating the need for human presence on board, which has several advantages, including cost reduction and the prevention of crew fatigue. Moreover, drones are typically smaller than conventional aircraft and possess the capability to collect data and capture images in locations inaccessible to or invisible to law enforcement.

Stakeholders involved in the Safer Cities Project can be guided in several ways by using technology to gather information. This includes identifying the existing crime problems, selecting the problems to address, uncovering the root causes of those problems, and effectively implementing and determining the outcomes of interventions by the Safer Cities Project to address those causes (La Vigne *et al.*, 2012:15).

### **3.3.7 Effective Monitoring and Evaluation of the Project**

According to the SAPS (2014:29), it is crucial to maintain continuous project monitoring to track progress and motivate all stakeholders to meet the specified deliverables within the agreed timeframe. During the evaluation phase, it is essential to measure the impact to assess whether the intended goals are positively affecting the community (SAPS, 2014:29). For the Safer Cities Project, one potential evaluation method could involve assessing the reduction in crime rates or conducting surveys to measure the community's perception of safety and security in the city.

Monitoring and evaluation play pivotal roles in ensuring the sustainability and impact of a project (Cloete, Rabie & De Coning, 2014:68). These processes provide real-time insights into a project's progress, allowing stakeholders to make informed decisions and adapt strategies promptly to keep the project on track. Developing an integrated

monitoring tool, as suggested by the authors, enhances transparency and accountability by giving all stakeholders access to project information. This tool also enables proactive intervention, ensuring that problems are addressed early, thus maximising the project's impact and sustainability. In essence, monitoring and evaluation are indispensable for effective project management and continuous improvement (Cloete *et al.*, 2014:68).

One should keep in mind that in the monitoring process, the focus is on tracking deliverables to ensure that every stakeholder is fulfilling their agreed-upon responsibilities (Gudda, 2011:3; Knipe *et al.*, 2010: 240). Kusek and Rist (2004:13) suggest that within the Safer Cities Project, it is crucial to emphasise that evaluation serves as an integral tool. It acts as a warning signal, signalling any deviations from the agreed plan of action, ensuring that the project stays on course towards creating a safer environment. This symbiotic relationship between monitoring and evaluation guarantees accountability and provides a robust system for adapting to changing circumstances and optimising project outcomes.

The creation of an Integrated Safe Cities Monitoring and Evaluation Framework has become a crucial element for the successful implementation/and growth of this concept. As a result, the information generated by the Modus Operandi Strategic Analysis Centre must be seamlessly integrated into this monitoring and evaluation framework, considering both proactive and reactive perspectives (SAPS, 2019:4). This integration not only ensures a holistic approach to urban safety but also provides a comprehensive foundation for evidence-based decision making and the continuous improvement of safe city initiatives.

### **3.4 OBJECTIVES OF THE SAFER CITIES PROJECT**

In South Africa, the Safer Cities Project draws its foundation from the principles outlined in the 1996 NCPS and the 1998 White Paper on Safety and Security. This alignment is clearly reflected in the safer city initiatives already underway in the 10 designated cities. Consequently, these objectives delineate the role envisioned by the SAPS in collaboration with key stakeholders (SAPS, 2019:2). Their collective mission is to foster safer cities using projects, consultations and coordinated engagement with all municipalities. This effort encompasses data analysis and research at both local

and international levels. Moreover, the Safer Cities Project aims to work with various partners to reduce crime and establish secure environments where individuals feel safe. To achieve the objectives, the Safer Cities Project entails ensuring a range of deliverables that must be achieved and are mentioned as follows.

### **3.4.1 Creating Safer Cities in South Africa**

Frost and Sullivan (2011:3) state that implementing the Safer Cities Project will bolster the economy, enabling it to effectively manage various incidents, including natural disasters, and provide the necessary technological support to both the government and the private sector. In South Africa, it is essential to comprehend safety within the context of the socioeconomic challenges faced by the country, including issues such as poverty, unemployment, infrastructure capacity, population influx and the proliferation of firearms (Singh, 2019:8; Al-Ghiyadh & Al-Khafaji, 2021:10).

While examining South African circumstances and the economic challenges people encounter, it is important to assess how secure individuals feel about their surroundings (Civilian Secretariat for Police, 2016:49). Burger (2007:77) emphasises that ensuring the safety of a city requires a comprehensive approach that involves various stakeholders. These stakeholders not only benefit from situational awareness regarding urban safety and security but also play an active role in gathering and analysing the necessary data for this purpose. Cavallini (2021:20) further states that these stakeholders can be categorised as follows:

- Urban authorities responsible for governing the city or territory of interest such as municipalities. These authorities supervise departments focused on urban security, safety, resilience, civil protection, prevention, and planning.
- Local police or law enforcement agencies that operate at the community level, ensuring the safety and security of residents.
- Officials responsible for collecting data related to official crime statistics to ensure accuracy and reliability.
- Researchers and experts in the field who play a pivotal role in defining and refining data collection approaches. They may also contribute to operationalising tools for data analysis.

### 3.4.2 Promoting Good Governance

According to Graham, Amos and Plumtre (2003:1), governance involves the government's responsibility to ensure that state institutions fulfil their duties responsibly, focusing on making decisions that benefit the community. This includes making sound financial choices to ensure that available resources are used for the public good and are transparently accounted for (Van der Waldt, 2012:84). In transforming a city into a safer place, it is crucial to engage political, institutional and other stakeholders actively, as this would enable them to contribute meaningfully to the city's safety and success (Wereda *et al.*, 2021:13).

Good governance is essential for the wellbeing of individuals and their communities, with safety governance playing a pivotal role in this context. According to Glass and Newig (2019:10), this involves carefully allocating resources to enhance safety and embracing several core principles. Firstly, city governments are entrusted with the responsibility of regulating and addressing insecurity and its underlying causes through implementing measures focused on crime prevention and control. Secondly, fostering collaboration between local communities and law enforcement is crucial, as they jointly use problem-solving techniques to tackle issues that undermine public safety, all while upholding the principles of the rule of law and human rights. Lastly, it is imperative for city officials to proactively engage with the community, including marginalised and vulnerable groups, as this inclusive approach is fundamental in fostering a safer and more harmonious environment for all (Al-Ghiyadh & Al-Khafaji, 2021:8). Harpe, Rijken and Roos (2008:3) state that to ensure good governance, the following should be adhered to:

- Encouraging fair and effective resource distribution while upholding the fundamentals of the rule of law and supporting efficient monitoring and enforcement systems.
- Ensuring that all stakeholders are treated fairly while preserving and protecting their rights.
- Recognising the legally mandated rights of stakeholders and promoting active cooperation among interested parties to promote organisational sustainability and financial stability.

- Ensuring the timely and accurate disclosure of all important organisational matters, such as ownership, performance and financial position.
- Ensuring the strategic direction of the business, effective board oversight of management and the board's accountability.

### **3.5 OVERALL PROFILE OF MUNICIPALITIES OF THE CITIES WHERE THE SAFER CITIES PROJECT IS IMPLEMENTED IN SOUTH AFRICA**

According to Swilling, Musango and Wakeford (2015:16), municipalities in urban centres face the challenging task of meeting the evolving needs of their communities while adapting to a dynamic environment. In South Africa, a district municipality or category C municipality is responsible for carrying out certain local government functions within a district. This district municipality consists of multiple local municipalities, and together, they share the responsibilities associated with local government functions. The primary role of district municipalities is to provide bulk services to the respective local municipalities, as outlined in the Municipal Structures Act 117 of 1998. This necessitates active engagement with diverse stakeholders to ensure effective governance.

**Cape Town:** Cape Town is situated in the Western Cape Province and is known for its highly efficient service delivery to the community (Amusa & Fadiran, 2023:23). The city of Cape Town boasts a 294km coastline along its borders with the Atlantic Ocean, and it stands as one of South Africa's four coastal metropolitan municipalities, alongside Buffalo City, Nelson Mandela Bay and eThekweni (CoGTA, 2020a:5). The city of Cape Town has developed a plan that includes strategic stakeholders and local government which focuses on building partnerships for communities to address service delivery and law enforcement problems (Urban Safety Reference Group, 2021:57).

**Johannesburg:** Johannesburg is the most populous and significant economic centre in South Africa (CoGTA, 2020a:5). The city of Johannesburg is a metropolitan municipality and one of Gauteng Province's three metros, out of the eight in South Africa. Johannesburg is renowned as the most advanced commercial city in Africa and serves as the engine driving the South African and regional economy (CoGTA,

2020c:5). It also boasts a distinctive African identity, underpinned by world-class infrastructure in telecommunications, transportation, water, and energy, as well as competitive healthcare and educational facilities that meet global standards (CoGTA, 2020c:5). However, because of its unique nature and infrastructure of the city it has attracted migrants, leading to overcrowding and generating various health and security demands (Nkosi, Haman, Naicker & Mathee, 2019:1). Migrants come from other provinces within South Africa or even beyond national borders (Nkosi *et al.*, 2019:1). In response to community needs and challenges, the city of Johannesburg has developed policies aimed at future planning to enhance both infrastructure capacity and spatial planning (Ahmed & Pienaar, 2014:106). To achieve greater impact, integrated projects have been developed for urban safety, fostering collaboration among various departments and encouraging shared responsibility for addressing the problems (Urban Safety Reference Group, 2021:64).

**eThekweni:** The eThekweni Metropolitan area is found on South Africa's east coast in KwaZulu-Natal (KZN) and is the nation's third-largest metropolitan municipality, trailing only Johannesburg and Cape Town in size (CoGTA, 2020b:5). It spans about 2 555 km<sup>2</sup> and shares boundaries with three districts: Ugu to the south, iLembe to the north and uMgungundlovu to the west (CoGTA, 2020b:5).

**Tshwane:** The city of Tshwane Metropolitan Municipality, also known as Tshwane, is situated in the northern part of Gauteng Province. It ranks as the largest metropolitan municipality in terms of size, surpassing both the city of Johannesburg and the city of Ekurhuleni in Gauteng. The document also explains that the city of Tshwane shares its borders with three other provinces: Limpopo, Mpumalanga and North West (CoGTA, 2020d:5).

**Mangaung:** According to CoGTA (2020e:6), Mangaung is one of South Africa's eight metros, easily accessible through national infrastructure like the N1, N6, N8 and Bram Fischer International Airport. In 2020, there were 861 651 residents in Mangaung, living in 276 905 households (CoGTA, 2020e:6). The document further reflects that, using the lower-bound poverty line, approximately 36.6% of the population was living in poverty. Mangaung Municipality was established in 2001 and consists of a mainly

White urban area, Mangaung, and the Black township of Botshabelo (Subramanyam & Lochner, 2022:8). Another aspect that was reflected was the unemployment rate in Mangaung at 25.3%, which was lower than the provincial and national averages (CoGTA, 2020e:6).

**Polokwane:** The Capricorn District Municipality, located in the Limpopo Province, includes the provincial capital, the City of Polokwane. Owing to its central location, the district serves as a hub for trip generation and interchanges, both within the province and the larger South African Development Community region (CoGTA, 2020f:6).

**Kimberley:** The Frances Baard District Municipality's seat is in Kimberley, which is strategically positioned less than 500km from Johannesburg to the north, less than 1 000km from Cape Town to the south, and less than 800km from the port of Durban to the east (CoGTA, 2020g:7). To the northeast, it shares provincial boundaries with the Dr Ruth Segomotsi Mompati of the North West Province and to the east is the Lejweleputswa District Municipality of the Free State Province (CoGTA, 2020g:7).

**Gqeberha:** According to CoGTA (2020h:6), Gqeberha, South Africa's second-oldest city, is renowned for its pristine scenic coastline and numerous blue flag beaches. It encompasses the city of Gqeberha and smaller towns like Uitenhage, Despatch and Colchester, all under the administration of the Nelson Mandela Bay Municipality (CoGTA, 2020h:6).

**Rustenburg:** The Bojanala Platinum District Municipality is a Category C municipality, which means that the municipality possesses executive and legislative powers over multiple municipalities within a specified area. The city is situated in the North West Province, with borders including the Waterberg District Municipality to the north, Dr Kenneth Kaunda District Municipality to the south, the city of Tshwane Metro to the east, West Rand District Municipality to the southeast and Ngaka Modiri Molema District Municipality to the west (CoGTA, 2020g:7). The city of Rustenburg is one of four district municipalities in the province (CoGTA, 2020i:6). The town expanded because of platinum, and it became the main place for mining; however, many changes have occurred since the Marikana Massacre in 2012 (Bezuidenhout & Buhlungu, 2015:1). The Bojanala District in the North West Province is quite large, covering an area of 18 300 square kilometres. It makes up 17% of the entire province.

About 1 671 586 people live there, which is 44% of the province's total population (Rustenburg IDP, 2023/2023:13). The district has five local municipalities, namely Rustenburg (including Marikana, Mooinooi, Phatsima and Tlhabane), Madibeng (with Brits and Hartebeespoort), Moses Kotane (covering Mogwase and Madikwe), Kgetlengrivier (including Derby, Koster and Swartruggens) and Moretele (Rustenburg IDP, 2023:13)

**Emalahleni:** The Department of Corporate Governance and Traditional Affairs (2020j:5) states that the Nkangala District Municipality is a category C municipality, which means this municipality possesses both executive and legislative powers over multiple municipalities in the Mpumalanga Province. The City of Emalahleni in the Mpumalanga Province is generally known for the largest number of coal mines contributing to 70% of the energy needs for the economy (Laisani & Jegede, 2019:1586). It is the smallest of the three districts in the province, covering only 22% of its total geographical area (Department of Corporate Governance and Traditional Affairs, 2020j:5). The document further mentions that the district comprises six local municipalities, including Emalahleni. Its economic strength is linked to the Maputo Corridor, offering potential for economic growth and tourism development. According to the Department of Corporate Governance and Traditional Affairs (2020j:5), this province shares borders with the Limpopo Province to the north (Sekhukhune and Waterberg) and Gauteng Province to the west (the City of Tshwane and Ekurhuleni Metropolitan municipalities) (Department of Corporate Governance and Traditional Affairs, 2020j:5).

In Table 3.1, Statistics South Africa provides the following data on cities where the safer city initiative has been implemented, including the provinces they are in, the municipality responsible for them, their geographical size, current population and the rate of population growth (Statistics South Africa, 2023).

**Table 3.1: Safer Cities**

<b>Name of City</b>	<b>Province</b>	<b>Municipality</b>	<b>Area (km<sup>2</sup>)</b>	<b>Population (2023)</b>	<b>Growth Rate</b>
<b>Cape Town</b>	Western Cape	City of Cape Town Metropolitan Municipality	2,440.6	3 740 031	2.4%
<b>Johannesburg</b>	Gauteng	City of Johannesburg Metropolitan Municipality	1,645.6	4 803 262	0.8 %
<b>Tshwane</b>	Gauteng	City of Tshwane Metropolitan Municipality	6,297.8	4 040 315	3.1%
<b>eThekweni</b>	KwaZulu-Natal	eThekweni Metropolitan Municipality	2,556.9	3 476 686	1.9%
<b>Mangaung</b>	Free State	Mangaung Metropolitan Municipality	9,886.3	775 184	0.4%
<b>Gqeberha</b>	Eastern Cape	Nelson Mandela Bay Metropolitan Municipality	1,952.0	395 466	0.3 %
<b>Rustenburg</b>	North West	Bojanala Platinum District Municipality	3416.1	549 575	0,2 %
<b>Kimberley</b>	Northern Cape	Frances Baard District Municipality	3311.6	248 041	0.8%
<b>Polokwane</b>	Limpopo	Capricorn District Municipality	5053.7	728 633	1.4%

Name of City	Province	Municipality	Area (km <sup>2</sup> )	Population (2023)	Growth Rate
Emalahleni	Mpumalanga	Emalahleni Local Municipality	2.677.6	395 499	6 %

### 3.7 CRITICAL SUCCESS FACTORS

La Vigne *et al.* (2012:5) point out the key components critical to the success of the Safer Cities Project. These include identifying key partnerships, securing support from local municipalities, engaging key stakeholders, implementing a comprehensive plan and continuous project monitoring. These elements form the building blocks of a collaborative and effective approach to tackling safety and security challenges in our cities.

Gido *et al.* (2018:91) stress the importance of building trust with stakeholders and maintaining clear communication regarding realistic project deliverables. The authors further state that trust is foundational for successful collaboration, while transparent communication helps manage expectations and ensures that all stakeholders share a common understanding of achievable goals. By incorporating these components, the Safer Cities Project's long-term solutions for a crime-free city can be achieved (Lim *et al.*, 2020:51).

For a project to succeed, all decisions must be taken through a multidisciplinary approach where different skills and expertise are used to ensure the successful implementation of the project (Steyn *et al.*, 2016:15). Steyn *et al.* (2016:488) suggest that critical success factors for the project are effective partnerships, defining clear goals and ensuring the necessary commitment for the Safer Cities Project. Successful risk assessment and mitigation strategies, community engagement and support, clearly defined policies and regulations, real-time monitoring and data-driven decision making, adaptable emergency response protocols and robust technology integration are just a few of the many multifaceted success factors for the Safer Cities Project. To ensure the project's success, people with skills and knowledge are needed so that

they can understand how to address the challenges that may arise (Steyn *et al.*, 2016:15).

Including the community is a critical factor in achieving success as it fosters a sense of ownership and encourages the community to protect their own spaces, thereby strengthening societal control. This, in turn, can contribute to a reduction in crime (Newburn, 2013:296). Furthermore, Newburn (2013:297) suggests four critical success factors which can enhance societal control to decrease crime. These four key elements encompass:

- Territoriality, which entails enabling individuals to take responsibility for and safeguard their own areas.
- Surveillance, which involves designing buildings to facilitate easy and effective observation of territorial areas, thereby encouraging occupants to do so.
- Image, which pertains to the design of city buildings to create a sense of safety among citizens.
- Environment, which involves creating safe public spaces through the construction of public housing.

### **3.8 CONCLUSION**

The Safer Cities Project in South Africa serves as a beacon of hope and resilience in the face of multifaceted safety and security challenges that persist in our urban landscapes. The heart of this project lies in embracing a collaborative, multidisciplinary approach, which underscores our collective determination to overcome adversity and create safer environments for South African citizens. As communities navigate the complexities of governmental changes, confront the inactivity of outdated systems, grapple with wavering commitments and address the constraints of limited financial resources, it becomes abundantly clear that early intervention and proactive problem-solving are the country's greatest allies.

To this end, it is imperative to engage stakeholders from the project's inception. An inclusive, participatory approach ensures that the voices and experiences of our communities are heard and valued. By weaving their insights into the fabric of this

project, the project is not only enhanced but also fosters a sense of ownership among those who will ultimately benefit from its success.

The successful realisation of the Safer Cities Project hinges upon the composition of collaborative efforts, drawing from a diverse tapestry of stakeholders. Key among them is the SAPS, an agency entrusted with the critical mission of upholding law and order. Through dynamic partnerships with municipalities, the SAPS is pioneering visible policing and community policing approaches that can significantly bolster urban safety. These innovative safety strategies stand as valuable components that should be harmonised and synergised to breathe life into the safer city initiative.

Municipalities, strategically positioned as major stakeholders, hold the reins for the effective functioning of cities (Nielsen & Andersen, 2014:306). They bear the responsibility for service delivery and ensuring the safety of communities. The selection of pilot cities from all corners of South Africa's nine provinces is a testament to the commitment to comprehensively investigate the diverse aspects that contribute to the safety equation. From demographic variations to structural organisation, and prevailing crime rates to the unique challenges faced by each municipality, the study delves deep into uncovering insights that will empower the implementation of the Safer Cities Project (Nielsen & Andersen, 2014:307).

It is undeniable that the elevated levels of crime within these areas cast profound and detrimental shadows over the communities. The imperative for the initiation of the safety city project is clear, urgent and deeply rooted in the wellbeing of citizens. To successfully realise the Safer Cities Project's objectives, fostering robust collaboration and unwavering commitment among all stakeholders remains paramount. These qualities are the driving force that will effectively address the multifaceted challenges at the local level and work collectively towards a future where cities are not just safe, but also vibrant and inclusive, offering opportunities for all.

## CHAPTER FOUR: INTERNATIONAL PERSPECTIVE ON SAFER CITIES

### 4.1 INTRODUCTION

The shared vision of the city's residents and administration is the foundation of the concept of a safer city. Even though security and safety are basic human requirements, crime in cities frequently prevents people from exercising their rights and leading happy lives. Although preventing crime is the SAPS' primary responsibility, combating crime necessitates more than simply their efforts. In order to effectively prevent and fight crime, cooperation from a variety of parties is required (Stenström, 2023:1052).

In South Africa, the SAPS has embraced the community policing strategy, which entails collaborating with other organisations to find solutions to problems relating to crime. By working together, they hope to close the gap created by scarce resources and divide the burden of combating crime. Furthermore, the involvement of NGOs and civil society groups is crucial in addressing underlying social issues that contribute to crime, such as poverty, unemployment, and inequality. Their participation ensures a holistic approach to crime prevention that goes beyond law enforcement (Bénit-Gbaffo, 2006:6).

According to the South African Police Service (2019: 6), the Safer Cities Project cements the need for collaboration and implies that the SAPS realise their responsibility in directing effective programmes to curb crime in the cities, with the cooperation and support of various governmental and non-governmental entities. This underscores the importance of multi-sectoral partnerships in tackling complex societal challenges like crime.

In today's globalised world, cities play a vital role in international systems like banking and transportation, requiring innovative approaches to public safety. When cities face challenges, they disrupt not only the nation but also neighbouring regions (United Nations Office on Drugs and Crime, 2016:11). Therefore, international cooperation

and information sharing among cities globally can significantly enhance crime prevention efforts by identifying and addressing emerging threats and trends.

Local governments use crime prevention strategies as outlined in their IDPs, which are required by the Municipal Systems Act 32 of 2000. This legislation mandates municipalities to work with all levels of government to ensure safety and wellbeing in society (Civilian Secretariat for Police Service, 2022:132). In numerous cities across the world, persistent insecurity and violence are frequently caused by crime issues that originate outside of municipal boundaries (United Nations Office on Drugs and Crime, 2016:2). Large market areas, regional shopping malls, dense populations, and important transportation routes are some of the main reasons why crime hotspots tend to peak in heavily populated cities with significant activity centres (Ghani, 2017:17). According to the Civilian Secretariat for Police (2022:38), local governments should support and promote crime prevention initiatives within their jurisdictions using a multidisciplinary approach.

Cities' ability to compete internationally depends on the amenities they provide to citizens (Katz, 2006:2). The quality of life depends on ensuring high security, particularly in public areas. City governments, public institutions, commercial groups, and communities must work closely together to prevent crime effectively. Using a variety of tactics that will yield greater outcomes (Sinkienė, Stankevičė, & Navickaitė, 2012:400).

Moreover, in the modern urban landscape, the integration of technology emerges as a pivotal aspect in the pursuit of safer cities (Katz, 2006:13). Technological advancements offer unprecedented opportunities to augment traditional crime prevention methods and enhance collaborative efforts. Advanced surveillance systems, predictive analytics, and data-driven policing enable law enforcement agencies to anticipate and respond to criminal activities more effectively (Singh, Smit, and Kempen, 2022:41). In addition, mobile applications and digital platforms empower communities to engage actively in crime prevention initiatives, facilitating real-time communication and information sharing between citizens and authorities (Nurhavina, 2020:63). Emerging technologies like artificial intelligence and machine learning, hold promise in revolutionising crime detection and investigation, providing authorities with

tools to analyse vast amounts of data and generate actionable insights (Singh *et al.*, 2022:48). Furthermore, smart infrastructure and IoT-enabled technologies contribute to the overall resilience of cities by enhancing situational awareness and enabling swift responses to security threats. By embracing technological innovations and fostering collaboration, cities can harness the power of innovation to create safer and more resilient urban environments (Department of Cooperative Governance and Traditional Affairs, 2021:11).

This chapter discusses some cities where the Safer Cities Project has been implemented and how they focus on creating a safe environment. Cities such as Cincinnati in the United States of America, Kuala Lumpur in Malaysia, New Delhi in India, Sydney in Australia, Shanghai in China, and London in the United Kingdom are discussed, where authors shared the significance of collaboration to create safe cities. These examples illustrate the global applicability and effectiveness of collaborative approaches in ensuring urban safety and security. They also highlight the importance of adapting strategies to suit the unique contexts and challenges faced by different cities around the world, reinforcing the notion that crime prevention is a multifaceted endeavour that requires ongoing cooperation and innovation.

#### **4.2 THE PREVENTION OF CRIME FOR SAFER CITIES INTERNATIONALLY**

According to Lab (2020:34), crime prevention entails taking proactive actions to prevent crime from happening as opposed to merely responding to crime as it occurs. The term crime prevention describes a variety of approaches and techniques, including plans and programmes and outcomes like decreased rates of individual offences, reoffending, and community crime (Byrne & Marx, 2011:20). In essence, the prevention of crime aims to put measures in place to prevent crime before it actually takes place. According to Plant and Scott (2009:8), crime prevention involves all agencies working together to make communities safe and secure. They emphasise that it is a joint effort where everyone should take responsibility. Crime prevention in South Africa addresses the root causes of crime through strategies such as law enforcement, social prevention, and situational prevention, which involve training response units for closed-circuit television systems, enforcing by-laws, and conducting visible police patrols (Kruger, 2016:5).

The success of crime prevention partnerships relies heavily on trust, dedication, ethical behaviour, effective information sharing, and improving the structure and methods of security personnel, among other key factors (Kehinde & Odiaka, 2020:15). Furthermore, Berry, Briggs, Erol, and Van Staden (2011:4) define partnership as any cooperative effort to address crime and disorder, involving the joining of forces of several agencies or groups to address certain challenges. Stubbs-Richardson, Cosby, Bergene, and Cosby (2018:2) highlight that crime prevention is associated with developing methods to prevent crime by focusing on the environment rather than just individuals. They mention that it draws from situational crime prevention and community crime prevention methods, with situational crime prevention targeting specific places to make it harder for crime to happen by changing risky conditions.

Sir Robert Peel, who established the Metropolitan Police in London in 1829, put this thought into words (Zachary, 2017:16). He underlined that as police are essentially members of the community tasked with full-time responsibilities that contribute to everyone's survival and wellbeing, they should have a close relationship with the public (Nyaura & Ngugi, 2014:14). Sir Robert Peel's principles of policing state that the main goal of the police is to stop crime and disorder. This means their success is judged by how little crime and disorder there is, rather than just by their visible efforts to deal with crime and restore order (Leggett 2003:03; Fridell & Wycoff, 2004:4). Police personnel collaborate with the community to prevent and lessen crime, uphold public order, and guarantee personal protection in order to maintain safe and orderly communities. In addition to upholding the law, they also have a guardianship function in the community and are in charge of preserving peace (Civilian Secretariat for Police, 2022:6).

Weisburd and Eck (2004:53) argue that the fear of crime and personal concerns about neighbourhood safety are decreased when there is more interaction between the police and the community due to initiatives like police community stations and citizen contract patrol. Moreover, police have shifted towards technological developments, significantly supporting efforts to improve public safety and fight crime (Byrne & Marx, 2011:18). Significant technical advances have occurred in the 21<sup>st</sup> century, including closed-circuit television, automatic licence plate readers, body-worn and in-car cameras, predictive policing software, and social networking tools. Law enforcement officials now have access to a vast array of previously unheard-of instruments as a

result of the breakthroughs in computer and communication technologies (Anderez *et al.*, 2021:3). Vehicle licence plates can be read by computer software through optical character recognition technologies used by licence plate recognition systems (Johnson, Egan & Londono, 2022:170; Conser, Paynich & Gingerich, 2013:336). Conser, Paynich, and Gingerich (2013:339) believe that if technologies are used properly and for the intended purpose, they can be the most valuable tool in policing.

#### **4.2.1 Cincinnati in the United States of America**

The principal components of the safer city concept in Cincinnati are founded on an integrated approach with stakeholders sharing the same vision of reducing crime. According to La Vigne *et al.* (2012:1), the overall aim of the safer city programme is to reduce crime. The overall goal of the safer city initiative is to bring together a range of skills, experience, and resources from various stakeholders such as law enforcement, community leaders, and civic organisations to ensure that citizens living in the city are safe (SAPS, 2019:6).

The establishment of partnerships to create safe cities is a unique approach that involves collaboration and shifts leadership and ownership of the programme to local law enforcement, who then drive its implementation in partnership with various stakeholders (SAPS, 2022:8). In the context of Cincinnati, this approach is particularly relevant given the city's efforts to strengthen community-based policing and integrated safety strategies. A key element of the safe city concept is the use of technologies such as closed-circuit television (CCTV) and radio communication systems to enhance urban safety and security. Through an integrated, technology-driven approach, Cincinnati is able to identify and prioritise crime challenges, thereby developing targeted and effective prevention strategies (Department of Cooperative Governance and Traditional Affairs, 2021b:11). Technology, in this case, refers to tools and devices used by law enforcement to perform their duties more effectively and efficiently (Strom, 2016:3).

In line with these developments, Singh *et al.* (2022:55) highlight a report by the Bureau of Justice Statistics (2018) that discusses the use of body-worn cameras by police agencies – tools that Cincinnati has also adopted to improve officer safety, support evidence collection and address public complaints. Furthermore, La Vigne *et al.*

(2012:11) present social crime prevention principles that directly support Cincinnati's safe city goals, including the development of a city-specific logic model to guide the distribution of technological resources, conducting impact analyses to assess crime trends and infrastructure needs, and gathering stakeholder input to evaluate the effect of safe city initiatives on crime levels. These strategies are supported by efforts to determine the effectiveness and financial sustainability of crime prevention programmes. Complementing this, Kruger et al. (2016:5) note that improving infrastructure, such as enhancing street lighting in high-risk neighbourhoods, forms part of a broader effort to make public spaces in Cincinnati safer and more welcoming for all residents.

#### **4.2.2 Kuala Lumpur in Malaysia**

In the city of Kuala Lumpur in Malaysia the principal duty of the police is to uphold law and order and preserve peace (Amnesty International, 2005:3). They collaborate closely with important ministries to create coordinated plans of action and strategies for accomplishing this objective (Hamidi, 2017:4). Hamidi (2017:10) adds that in addition to increasing law enforcement activities, the police have also built an efficient intelligence network and improved cross-border cooperation. According to Aldrin and Hassan (2017:419), this kind of cooperation has been a cornerstone of public and private sector management for the last thirty years, with almost all community-based programmes stressing the importance of residents' involvement in resolving issues within their communities.

According to Lim *et al.* (2020:48), the safer city programme was introduced by the government of Malaysia in 1998 to reduce criminal opportunities and promote safety in Kuala Lumpur city. The city commenced with the identification of strategic partners to develop sustainable plans to address resilience to crime challenges (Lim *et al.*, 2020:48). According to Aris-Anuar *et al.* (2011:408), the safe city programme was implemented at the local level and seeks to create a safe environment in cities and to develop strategies to prevent crime at cities. Importantly, the safe city programme addresses some basic aspects of urban life (Eizamly & Anuar, 2020:133).

Kuala Lumpur city realised that the police cannot fight crime alone and embraced community policing in 2012 as an approach to policing to prevent crime. The crime problem plaguing the city was street crimes that were rising at an alarming rate (Rahman & Razak, 2021:639). This collaboration was a key driver to prevent crimes on the streets as well as to bring different law enforcement agencies together to jointly develop solutions to prevent crime (Mabitsela & Govender, 2022:9). Although there was a need for paradigm shift in sharing information and resources, the ideology was to get all stakeholders together to work with the police to address the demands faced by communities living in the cities (Pajon & Walsh, 2022:297).

According to Lim *et al.* (2020:55), one of the effective contributions to the safer city programme was the introduction of the Safe City Monitoring System, which is based on a multi-stakeholder collaboration to identify crime displacement and crime hotspots in the city. Further stating that this system also improved the sharing of crime and monitoring the impact of crime prevention programmes through the Geographic Information System. According to Ibrahim and Kuta (2015:45), Geographic Information Systems are necessary for the police to plan and execute operations based on reliable data and further align the police with policing in the 21<sup>st</sup> century. Geographic Information System plays a crucial role in representation and visualisation of crime information to understand crime better and to respond adequately to crime problems (Ibrahim & Kuta, 2015:43). The largest influence on recognising and evaluating crime and disorder issues was found to be attributed to Geographic Information System's extremely adaptable appeal (Strom, 2016:2). The "safe community" effort is an additional programme that was launched to improve safety and reduce crime rates. The objective of this effort is to greatly lessen the impact of crime on the community by working with a variety of stakeholders to share information and address hotspots for crime in the city (Snyders and Landman, 2016:13). According to Hill and Paynich (2014:51), Geographic Information System crime mapping system is a high-tech tool used by police to study crime data, including details like where crimes happen and who is involved. It helps them find areas with lots of crime and plan how to stop criminals. Khalifa, Khan, Islam and Suleiman (2007:355) state that the licence plate recognition system is another technology used in the city to assist in dealing with crime, traffic control, and other emergencies. Further explaining that once the licence

plate of the vehicle that was used in the commission of a crime is captured on the camera, patrol vehicles are immediately dispatched to it. Slobogin and Brayne (2023:221) emphasise this by stating that once a car goes through the licence plate recognition system, its location as well as the date and time the plate was taken are concurrently recorded in two photos taken by the cameras.

The most important element of crime is where it occurred because the information obtained from that can provide details of possible criminals and their method of operation and places that they frequently target, which could help the police predict crime hotspots (Abasiama, Shedrack & Barida, 2018:234). Weisburd and Eck (2004:46) argue that police must first identify areas of high crime within their jurisdictions and devote resources appropriately, focusing on these hotspots. When hotspots are addressed using only conventional law enforcement techniques, such as direct patrols, there could be a high level of focus that lacks diversity of tactics. In South Africa, the Geographic Information System is also used to capture incidents that occur within a policing precinct, which actually points out detailed information related to the victim, perpetrator and the location of the crime (Breetzke, 2006:np). Karanja (2010:231) posits that the use of Geographic Information System mapping in cities can effectively provide crucial information to assist the local government and police in making more informed decisions pertaining to the prevention of crime and creating public awareness. Through the promotion of awareness in the cities, citizens have become more involved in crime prevention and use smart phones and other devices to provide information to the police (Lim *et al.*, 2020:55). The crime prevention awareness further segmented community involvement and proved to be an effective solution to create a safety net for citizens and ultimately reduce their fear of crime (Ayu, Hazrina, Rahim and Syariani, 2014:64). According to Talha (2008:40), there is serious harm and a high financial cost associated with unsafe conditions which have a direct impact on investment levels in the current highly competitive global landscape as nations strive for economic growth and prosperity especially for cities that tend to have low crime rates. Investors are more likely to locate their company in a location that is perceived as safe (Tahla, 2008:40). Crime prevention is to reduce or eliminate fear in the communities and to prevent crime from taking place. The creation of awareness programmes is intended to create a safe environment for the community.

When the police target areas where sufficient analysis is done on criminals, it could contribute to displacing a particular crime and creating a safer environment for city dwellers. Collaboration between all law enforcement agencies and community members will be necessary to achieve these aims. Even while national street crime statistics show some positive signs of improvement, much more work needs to be done before Malaysians feel significantly safer (Department of Corporate Governance and Traditional Affairs, 2021b:9).

#### **4.2.3 New Delhi in India**

The city of New Delhi is the national capital of India and is known for its rich culture and traditions. This city is also the third-largest city in India and attracts large numbers of people in search of opportunities and a better life, resulting in a significant increase in its population. Due to the rapid urbanisation, coupled with insufficient planning by the city, the crime rate has spiralled, and it has also led to the development of hotspot areas (Samreen, 2018:267; Patel & Burkle, 2012:194). According to Turok and McGranahan (2013:6), due to the city's growth in economic rate and the rapid increase in population, the government was under severe pressure to reduce crime and ensure public safety.

The most successful strategy is thought to be stopping the possibilities of criminal activity before they occur, as this disrupts criminals and their operations and lowers the likelihood of victimisation and fear of crime (Ghani, 2017:27). Therefore, the government of New Delhi, through the Safer Cities Project, purchased a closed-circuit television system complete with network equipment; information servers for command centres, cyber patrol, and communication monitoring systems and the Geographic Information System for automated car tracking (PWC, 2013:3). The use of technology in crime prevention supports policing in various ways, such as providing valuable and relevant information to law enforcement at the ground level, thus making virtual policing a possibility for creating a safe city (Civilian Secretariat for Police, 2021:7). The Global Positioning System (GPS) is a navigation system that uses satellites orbiting the earth 24/7 to pinpoint the exact location of people and objects on the ground. For example, when one uses a mobile phone, the GPS technology connects with satellites and the mobile network operator, allowing the location to be constantly

tracked within a range of 10 to 100 metres, along with the direction of the movement (Gogov, 2017:32).

Frost and Sullivan (2011:18) explain that the Safer Cities Project encompassed new technologies to enhance the existing security apparatus. The rationale behind this decision in New Delhi was to implement the process of using technology in partnership with operations and monitor responses by law enforcement officers on the ground. For the project to be successful, changes needed to occur in basic infrastructure, and as part of this development, satellite infrastructure was also developed to address challenges faced by the city. Although closed-circuit television coverage and security solutions were put in place, the implementation of the safer city concept relied on high-definition surveillance cameras, GPS and Geographic Information Systems, surveillance cameras, Portable X-ray machines, vehicle scanners, and modern riot protection gear. According to Slobogin and Brayne (2023:222), closed-circuit television (CCTV), commonly referred to as video surveillance, is used by law enforcement mainly to deter crime and preserve footage for later investigations. Most cameras in use are digital, meaning they have long-term storage capacity and additional features like zoom, night vision, and audio capabilities. The CCTV or video surveillance market is always evolving and can seamlessly integrate with other technologies such as the internet, facial recognition software, and fingerprint databases available to the police and other public institutions (Gogov, 2017:300). The common objective of crime control is to prohibit future criminal acts, and crime prevention includes efforts to thwart crime or criminal conduct before it happens (Zimmerman & Zane, 2017:141).

Zimmerman and Zane (2017:141) further state that in South Africa, the challenge for the SAPS has been to change from being an instrument of an undemocratic system to a professional law enforcement agency serving the needs of everyone living in a democratic South Africa. They work to prevent risks to public safety, address the underlying causes of crime, and investigate and prosecute offenders to ensure a safe environment for everyone (Pheiffer & Rakubu, 2023:545).

Partnerships between the SAPS and different communities are an important strategy for addressing broad service delivery and operational challenges. They help coordinate services across various departments and stakeholders, while providing an effective and efficient way to share limited resources and ideas (Ayling & Grabosk, 2006:420; SAPS, 2022:6). To improve safety, the Integrated Crime and Violence Prevention Strategy encourages cooperation between governmental and NGO. It backs the DDM and emphasises how crucial it is for all governmental levels to work together to address issues such as resources and budgets to address the needs of the community (Civilian Secretariat for Police, 2022:6). Dempsey and Frost (2008:334) states that improving community policing through focusing on problem-solving, changing organisational processes, and building relationships with the community is more acceptable. In general, there are three primary tasks included in policing: preventing crime, upholding the law, and offering services. Neighbourhood watch programmes, volunteer work in police departments, citizen police academies, the use of community service officers, foot patrols in the community, frequent gatherings with local leaders, and in-service training are examples of common community policing initiatives (Ekici, Akdogan, Kelly, & Gultekin, 2022:67). The authors further state that the main goals of these initiatives are to maintain order and provide services, and these are the goals that these initiatives are intended to achieve. South Africa has a good example of community policing initiatives, such as CPFs established at each police station. Their responsibilities include ensuring that services are provided efficiently, monitoring police visibility, and promoting enhanced collaboration between the police and the community (Nkwenyane, 2011:18). A CPF, as defined by Steinberg (2004:36), is an arrangement for community policing where the general population is willing to collaborate with the local police to prevent crime and address unforeseen difficulties.

#### **4.2.4 Sydney in Australia**

The City of Sydney in was named the safest city in Australia and the 5<sup>th</sup> safest city globally in 2019, this was measured across various dimensions including digital, infrastructural, health, and personal security (City of Sydney, 2023:4). The goal of Sydney, Australia's Safer Cities Project is to improve public safety and security by using a multifaceted approach that includes policy initiatives, technological integration,

and community participation. In order to build a city that is safer and more resilient, this project aims to promote collaboration among stakeholders, recognising the variety of requirements and challenges that exist within urban contexts (Searle, 2017:6; South African Cities Network, 2022:13). In Sydney, one of the pillars of the Safer Cities Project is community engagement. By empowering local residents and businesses to actively participate in crime prevention efforts, the project fosters a sense of ownership and collective responsibility for public safety. Community forums, neighbourhood watch programmes, and outreach initiatives facilitate dialogue between law enforcement agencies, community leaders, and residents, allowing for the identification of specific safety concerns and the development of targeted solutions (City of Sydney, 2023: 6). According to Clancey (2015:2), the Safer Cities Project in Sydney represents a holistic approach to urban safety that integrates community engagement, technology integration, and policy initiatives.

By fostering collaboration among stakeholders and leveraging innovative solutions, Safer Cities Project aims to create a safer and more resilient city where all residents can thrive (South African Cities Network, 2022:13). This type of collaboration means that greater accountability for combating crime is placed on local communities, organisations, and the local government. Since many crimes occur in the community, it is simpler for these organisations to set up local services and collaborate to identify and resolve issues. They are therefore frequently regarded as crucial in deterring crime (Clancey, 2015:10). In South Africa, their style of policing is called partnership policing, which means the police (SAPS) work closely with various groups like community organisations, businesses, NGOs, and others, focusing on achieving specific goals together (South African Police Service, 2022:7).

In order to combat crime in Sydney, three strategies are used: community policing, crime prevention through environmental design, and situational crime prevention. Similarly, in South African the SAPS have adopted community policing and crime prevention through environmental design principles, including surveillance and visibility, territoriality, access and escape routes, image and aesthetics, and target fortification, aiming to minimise opportunities for crime (Snyders & Landman, 2016:3). Aldrin and Hassan (2017:420) state that community policing entails a significant change in the police's role from concentrating only on crime control to putting

community participation first in order to address the issues that matter most to the community. The main objective of these approaches is to strengthen the relationship between law enforcement and the community in the face of increasing crime rates, declining public trust in the police, and instances of police corruption (Modise, 2023:3894). Kehinde and Odiaka (2020:14) argue that implementing these policing strategies can significantly enhance household peace, safety, and security, which aligns with the objectives of the Safe Cities Project. This is particularly crucial in areas where traditional security measures fall short, as it addresses the concerns of marginalised communities who feel threatened, mistreated, and neglected due to the government's inability to establish a safe environment (Clancey, 2015:14). The police are working with organisations from both the public and private sectors to establish multi-organisational collaborations that extend beyond their usual boundaries and legal activities. This involves leveraging technologies such as genetic analysis, audio systems, and video cameras to combat crime (Gogov, 2017:29). Gogov (2017:30) point out that the use of closed-circuit television (CCTV) systems, commonly known as video surveillance, is on the rise. These systems work well with other tools used by the police and government agencies, like face recognition software, internet connections, fingerprint databases, and various other databases (South African Cities Network, 2022:11). Improving motion sensors and night vision makes CCTV even better at its job. Furthermore, progress in technologies such as mass mobility software, presence records, access control systems, and the GPS are making it easier to track where people are and how they move. In Sydney, the use of technology has helped police monitor repeat offenders, find out where crime happens most, respond to crimes faster, gather better evidence, plan police operations better, get more officers out on the streets longer, improve communication between police and the public, make people feel more certain they will be punished, and make law enforcement stronger (Koper, Lum, Willis, Woods & Hibdon, 2015:25). It can be concluded that the Safer Cities Project in Sydney represents a holistic approach to urban safety that integrates community engagement, technology integration, and policy initiatives. By fostering collaboration among stakeholders and leveraging innovative solutions, the project aims to create a safer and more resilient city where all residents can thrive (South African Cities Network, 2022:13). Tahla (2008:45) states that through ongoing evaluation and adaptation, the project seeks to continuously improve and address

evolving safety challenges, ensuring that Sydney remains a vibrant and secure place for generations.

#### **4.2.5 Shanghai in China**

Recently China started using the term smart cities which used to be called the safe cities, however safer cities remain the main focus of the official Chinese definition of smart cities, covering everything from fire hazards to terrorism (Eckman, 2019:10). From 2000 to 2018, China made massive investments in CCTV cameras, creating the largest surveillance network in the world with widespread coverage all across the country. According to Eckman (2019:10), China was expected to have roughly 300 million surveillance cameras by 2020, four times more than the US, with an estimated 200 million in place by mid-2018; however, China did not achieve this target due to the project still being under development. In China, the Public Security Bureau enforces the law and keeps the peace, working on new safety initiatives introduced by the government. Since 2006, security officers, including traffic police and the People's Armed Police, have been key in maintaining stability as part of the call to a harmonious society, which is the initiative proposed by the president (Scoggins, 2018:4). The idea of smart cities has gained a lot of momentum in recent years and is a global trend in urban development. This trend, which was first sparked by technical developments, has expanded to include more general economic, social, and environmental goals within contemporary urban government and law enforcement procedures (Hu, 2019:1). The partnerships between governments and global technology companies have led to the emergence of smart city initiatives and urban regimes. These initiatives are aimed at boosting the economy and creating a safe environment for the citizens (Hu, 2019:5). Frost and Sullivan (2011:8) suggest that making cities safer depends a lot on how well the economy is doing. So, when the economy is doing well, cities are more likely to buy advanced security technology like CCTV cameras, sensors, and detectors. In China, government officials and tech businesses collaborate closely and share information widely due to the country's distinct political and economic framework. For security and law enforcement, the government, sometimes referred to as "Skynet," uses facial recognition technology and CCTV cameras (Li, Guo, Yarime & Wu, 2023:32). According to the Civilian Secretariat for Police (2021:16), there is a

growing number of local governments in China implementing facial recognition technologies.

As part of China's "sharp eyes" policy, private companies such as Megvii and SenseTime have provided technology to public security agencies throughout the country. The goal of this project is to link all of the country's security cameras into a single, data-sharing surveillance system. Furthermore, these businesses' technology is employed in China's "smart city" programme, which according to the government, intends to promote efficiency in city operations by using facial recognition and other personal data (Civilian Secretariat for Police, 2021:16). Currently, China leads the world in smart city initiatives by integrating sensors, cameras, and various technologies with big data and artificial intelligence to oversee cities and public with strong government support and significant resources invested to advance its growth (Atha, Callahan, Chen, Drun, Green, Lafferty, McReynolds, Mulvenon, Rosen & Walz, 2020:1). Atha *et al.* (2020:9) posit that smart cities enable fast decision making, immediate responses to incidents, and coordinated services by collecting data from various parts of the city using technologies like sensors, card readers, and video cameras. This data includes information about things like traffic flow, water quality, and people's movements. Sending this data across different city systems for constant communication between machines and people. This involves technologies such as video networks, wired and wireless networks (like 5G), cloud networks, and data storage. Organising and analysing the collected data using big data and artificial intelligence to make sense of it all. The government, in collaboration with stakeholders, has implemented video surveillance to monitor crime and criminal behaviour. All cameras are linked to an integrated command centre, facilitating a coordinated response to incidents (Wu, Sun & Hu, 2021:436).

The integrated command centres are used by cities and other organisations to monitor and manage real-time systems including transportation, public safety, and utilities, combine data from multiple sources to provide an all-encompassing view of an organisation's activities (Almadani, Aliyu, & Aliyu, 2023:8). Conser, Paynich and Gingerich (2013:374) explain that the integrated command centres are often called fusion centres – the aim is to ensure information and intelligence is coordinated in a way that uses resources effectively and at the same time improve policing needs of

the city. According to Zhong, Yin, Yao, and Yu (2011:94), a major Chinese city, Shanghai, launched the safe city programme in response to the ongoing problems of crime in modern society. This programme emphasises how crucial it is to work together with different stakeholders in order to significantly lower crime rates. In addition, Shanghai is acknowledged worldwide as one of the biggest cargo ports and serves as the main financial and commercial centre of mainland China. According to Gogov (2017:29), in South African cities, stakeholders frequently operate with conflicting strategies and duplicated functions, symptomatic of administrative complexities within the public sector and a lack of trust and divergent interests between public and private sectors, necessitating new collaborative approaches to foster greater economic growth. By implementing a policing model where police, along with public and private institutions like banks, hospitals, and trade associations, collaborate, it can lead to a situation where people are both subject to control and have control over others through joint crime control initiatives (Gogov, 2017:29).

Pheiffer and Rakubu (2023:556) state that ensuring safety and security in any community requires collaborative, proactive measures involving all stakeholders. South Africa has prioritised crime prevention since 1996, leading to the launch of the Integrated Violence Prevention Strategy 2022. This strategy represents a new government approach involving multiple agencies and parties, emphasising broader responsibility for crime prevention and a shift from reactive 'crime control' to proactive 'crime prevention' to stop crimes before they occur (Pheiffer & Rakubu, 2023:556).

In advancing with technology, a robot known as "AnBot" was introduced by China in 2016 to perform security and customer service duties, such as policing schools, airports, and banks. Although some facets of this robot are still under development, Chinese officials believe it will soon be operational and will use face recognition to identify offenders and track them until law enforcement arrives (Gkougkoudis, Pissanidis, & Demertzis, 2022:147).

While in South Africa, the MySAPS smartphone app was released in 2019 by the SAPS in an attempt to advance technology in policing to make policing services and information easily accessible (Singh *et al.*, 2022:55). The authors explain that users of this app can anonymously report a variety of situations, such as fraud, trafficking in

individuals, sexual assault and abuse, and murder. To maintain their anonymity, users may contribute images and detailed information about the event without furnishing their profiles. Reviews reports, assigns reference numbers for further feedback, and if needed, escalates them to the appropriate investigative teams.

To ensure resilient and sustainable cities, China introduced training programmes to officials and engineers ranging from telecommunication to advanced technologies in the urban space (Eckman, 2019:17). China is also rapidly assisting future African leaders, academics, businesses, and civil workers with their education and training. Tens of thousands of African university students are hosted by them each year, and they also offer several scholarships to help African students (Gravett, 2020:2).

#### **4.2.6 London in the United Kingdom**

London is regarded by many as the world's leading financial and business centre. Its exceptionally low crime rates are mostly attributable to teamwork, information exchange, and deliberate planning to lessen disturbance and criminality (City of London, 2022:1). In order to fight crime and antisocial behaviour, the Safer City Partnership brings together several voluntary and statutory groups as the major Community Safety Partnership for the City of London. These programmes are overseen by an appointed committee, which aims to enhance community safety by implementing various plans and strategies. (City of London, 2022:1).

According to Rogers, Pepper and Skilling (2022:330), understanding problems comprehensively is crucial for successful resolution. Before addressing a problem, law enforcement officers and other stakeholders must thoroughly analyse it. One effective problem-solving approach that emphasises this process is the SARA model. SARA model provides a systematic framework for identifying and analysing problems, devising tailored responses, and evaluating their efficacy (Burton & McGregor, 2018:1; Hinkle, Weisburd, Telep & Petersen, 2020:2). Hinkle, Weisburd, Telep, and Petersen (2020:5) elaborate that to enhance city safety using the SARA model within the safer city programme, key issues such as theft or vandalism are first identified. Subsequently, the root causes of these issues are explored through crime data analysis and community input. Once the causes are understood, specific plans are formulated to address them. This could involve increasing police presence in high-risk

areas, launching safety awareness campaigns, or improving urban lighting and infrastructure to enhance safety and visibility. Finally, the effectiveness of these interventions is evaluated through crime rate analysis and community feedback to determine the programme's impact and the need for adjustments.

In Britain, law enforcement collaborates with property owners to implement security measures aimed at preventing crime (Schneider & Kitchen, 2002:14). This approach underscores the importance of engaging local communities and fostering partnerships while proactively addressing conditions contributing to public safety concerns and fear of crime and upholding human rights and the rule of law (United Nations Office on Drugs and Crime, 2016:4). Effective engagement and communication are essential for building inclusive, resilient, and law-abiding societies, which necessitates involvement from marginalised and vulnerable groups (Tahla, 2008:55). Encouraging the community to report suspicious activities and serve as additional eyes and ears for law enforcement is a key strategy for enhancing police–community cooperation and reducing crime effectively (Mangai, Masiya, Murwamula & Holtzhausen, 2022:12). Berry *et al.* (2011:2) highlight the significance of partnership working for community safety and crime prevention in Britain, citing the Morgan Report's emphasis on cooperation and multi-agency strategies involving stakeholders such as law enforcement and local government (Conser, Paynick & Gingerich, 2013:385).

As crime patterns evolve in London, law enforcement faces increasingly diverse and complex challenges, including those arising in online communities. Consequently, the police have embraced technology to address emerging crime trends (Rogers, Pepper & Skilling, 2022:330). Technological advancements play a pivotal role in modern policing, with innovations categorised into two main types: soft tech, encompassing computer applications, and hard tech, consisting of equipment and devices (Laufs & Borrion, 2022:190). Over the past two decades, law enforcement agencies have adopted advancements such as body-worn cameras, drones, security cameras, gunshot trackers, and enhanced patrol car systems to prevent and combat crime (Byrne & Marx, 2011:18; Laufs & Borrion, 2022:190). Gunshot trackers, for instance, utilise sensors to detect gunfire, enabling police analysts to pinpoint incidents swiftly and dispatch officers to the scene promptly (Gkougkoudis *et al.*, 2022:148). When a gunshot is detected, microphones precisely identify the time and location of the event

(Conser, Paynich & Gingerich, 2013:336). Braga *et al.* (2018:515) suggest that body-worn cameras enhance interactions between citizens and law enforcement, offering valuable insights into community policing practices. Similarly, in order to make the city secure and catch those who break the law, Cape Town City deployed the ShotSpotter through cooperative efforts with stakeholders using the newest technology (Urban Safety Reference Group, 2021:58).

While established protocols govern the use of technologies like traffic enforcement cameras and DNA identification, newer innovations such as facial recognition and predictive policing algorithms provoke debate due to potential controversies (Johnson *et al.*, 2022:4). Johnson *et al.* (2022:6) and Conser *et al.* (2013:336) report that drones are commonly used for search and rescue operations, allowing law enforcement to cover vast areas efficiently and transmit live footage to headquarters, aiding in various tasks from crowd monitoring to responding to emergencies. Additionally, law enforcement drones have applications in mapping, traffic enforcement, and providing aerial views of crime scenes to gather evidence (Geldenhuys, 2019:56). In South Africa, the SAPS has not yet implemented body-worn cameras but has initiated discussions to explore their potential adoption (Singh *et al.*, 2022:22).

#### **4.2.7 Nairobi in Kenya**

According to De Lange and De Waal (2017), there have been important shifts in the planning, management, and perception of cities in various spatial, social, and cognitive domains as a result of technological innovations such as GPS, navigation software, mobile phones, and the basic internet infrastructure. The Kenyan government decided to give Huawei the go-ahead to carry out a huge safe city project that will improve security measures in Nairobi, the country's capital (Huawei, 2017:7). Policing in Kenya faces several challenges, including corruption, inadequate resources, limited training, and equipment, as well as political interference. These challenges can impact the effectiveness and credibility of law enforcement efforts. The police, interior ministries, and Huawei have formed a cooperative collaboration to use cutting-edge technology and resources to improve integrated surveillance capabilities targeted at protecting the city of Nairobi (Eckman, 2019:18).

Nairobi has made great strides in the past five to ten years in embracing mobile technology, positioning itself as a leading hub for Information and Communication Technology innovation in Africa (Frilander, Lundine, Kutalek, & Likaka, 2023:2). According to Gichohi, Murimi and Owino (2023:5), law enforcement agencies have experienced increased efficiency and improved results as a result of the introduction of more sophisticated technical advances such as automatic licence plate readers, closed-circuit television, and predictive policing software in the twenty-first century. These technologies have the ability to improve law enforcement's effectiveness and provide useful tools for both preventing and investigating crimes (Hill & Paynich, 2014:23). The Police Act of 1961, as amended, establishes the guidelines that govern the activities of the Kenyan Police Force. The Police Regulation of 1961 and the Standing Orders, which have undergone several updates, most recently in 2001, should be considered in conjunction with this statute. The Commissioner of Police issues these Standing Orders, which address the general management, direction, and supervision of the force (Van der Spuy & Röntsch, 2008:9). According to Kapiyo and Githaiga (2014:150), in order to identify or validate people, facial recognition technology compares each person's unique facial traits to a database of recognised faces. In this technique, a computer locates a face in an image and uses the relative positions, sizes, and shapes of facial characteristics to generate a numerical representation of the face. This numerical depiction of the face is then compared to a database that has facial picture data, like the national identification database.

A plan is in motion to install 1 800 CCTV cameras with facial and vehicle recognition capabilities in strategic locations across Nairobi (Kapiyo & Githaiga, 2014:150). This includes establishing a command and control centre for real-time monitoring and connecting 195 police stations via high-speed internet. Additionally, the project involves developing a fourth generation (4G) wireless standard that provides increased network capacity and speed for cell phones and other cellular devices, providing 7 600 radio communication devices, and linking 600 police vehicles to the control centre (Gichohi, Murimi & Owino, 2023:59). The primary aim is to improve communication among security personnel and enhance counter-terrorism efforts (Kapiyo & Githaiga, 2014:150). Odendaal (2006:18) and Maphangwa and Van Der Walt (2023:75) assert that opportunities for increased participation in city decision

making through e-governance are presented by the growing integration of information technology and digital advances in African cities. Furthermore, Odendaal draws attention to the significant unrealised potential for e-governance in African cities, particularly in low-income metropolitan areas, given the increasing cost and accessibility of information and communication technology. There are instances of GPS technology use in Kenya in both public and private spaces. The use of position data in practical applications highlights how essential GPS technology is to everyday life. The Kenya Wildlife Service has been using technology to protect endangered species like rhinos and elephants through various innovative methods such as GPS tracking, aerial surveillance, and advanced monitoring systems (Gichohi, Murimi and Owino, 2023:51). Wandera (2021:14) asserts that drones prove useful during COVID-19 and are currently being used to monitor heavy traffic on the highways.

Smith (2008:1005), in his study on the function of policing in upholding social order through exploring security via surveillance and penalties, proposes that the goal of policing is to create security through the use of monitoring systems and the application of sanctions. Further contending on the laws governing human behaviour and stating that the police are the state's proxies, in charge of making sure the laws are followed. While O'Rielly (2023:5) acknowledges the limitations of police presence and the occasional misalignment between public expectations and police capabilities, community collaboration has been established through community policing. Community policing has received increasing attention in the last decades as a viable strategy to improve the way of life and public safety (Amuya, 2017:1; Nyaura & Ngugi, 2014:15). Community policing initiatives have been implemented to improve relations between the police and the communities they serve (Finnegan, Hickson & Rai, 2008:14). These initiatives involve collaboration between law enforcement agencies and local communities to address crime and security concerns collectively (Diphorn & Stapele, 2020:399).

In South Africa, CPFs are established where meetings are held to discuss the security and policing matters, and these meetings should be inclusive and representative of all stakeholders of the area (National Police Service, 2016:5). For community policing to be effective, partnerships must be strengthened. To combat crime and related concerns, the police must actively participate in the community. This involvement can

require working together with different public and commercial organisations (Nyaura & Ngugi, 2014:16). Under the community policing paradigm, police no longer work in isolation but collaborate with other agencies, recognising the essential role of community and citizen participation in addressing crime and disturbance (De Maillard & Terpstra, 2021:6). Security stakeholders frequently employ citizen involvement, situational prevention, and neighbourhood watch programmes as a means of enhancing cooperation between police enforcement and community policing (Ngereso & Mange, 2020:51). Many law enforcement agencies have found that communities provide valuable information and support to police. Citizens can offer crucial insights and aid investigations by providing authorities with important information about specific criminal activities in their areas (Mosis, 2023:70).

Similarly, in South Africa, the police and the community policing forum strive to lower crime rates while also improving relationships with the community (Lawrence and McCarthy, 2013:5). Thus, improving police–community relations is greatly aided by CPFs. CPFs, which bring police and community members together to share information and ideas on crime prevention, have a significant influence on the conception and application of community policing in South Africa (Mottiar & White, 2003:5). Since traditional enforcement methods have not resolved local crime issues, partnerships in policing offer an alternative approach to addressing insecurity. Successful community partnerships in policing have been established in countries such as the United States, Australia, and the Netherlands (Dempsey & Forst, 2008:55). That being said, different policing scenarios require different approaches; therefore, partnership policing models cannot be applied to all of them. Acknowledging that they cannot effectively combat crime without community involvement, police rely on institutional and civil society partners to assist them in addressing crime (Ngereso, & Mange. 2020:51). In partnership policing, effective collaboration hinges on each stakeholder jointly identifying needs and challenges and how they can jointly come up with solutions to address policing problems (Amuya, 2017:12). The collaboration between the stakeholders in Nairobi has promoted cooperation and information so that police together with the stakeholders can address the problems in a coordinated manner (Mosis, 2023:70).

In Nairobi, crime prevention strategies generally concentrate on approaches that are community-driven, neighbourhood-centred, offender-focused, victim-oriented, and situational (Ndikaru, 2023:2). A variety of crime prevention tactics, including neighbourhood cohesiveness, education, target hardening, access control, and environmental design (Wortley & Mazerolle, 2008:27). These techniques fall into the category of primary prevention since they target certain vulnerabilities in specific regions (Ndikaru, 2023:2). By changing the way potential offenders see chances for crime, this primary prevention aims to decrease susceptibility for people or groups in particular regions. Furthermore, secondary prevention strategies at the micro level seek to mitigate vulnerabilities by raising potential victims' knowledge of crime (Ndikaru, 2023:2). This entails giving after-school activities, self-defences classes, rape awareness campaigns, home security services, and encouragement of businesses to handle cash in-house (Wortley & Mazerolle, 2008:12). According to Fisher and Lab (2010:27), these programmes target identified flaws that may encourage criminal activity or delinquency.

The city of Nairobi has adopted technology to enhance its capabilities in crime prevention, investigation, and communication (Frilander, Lundine, Kutalek & Likaka 2023:2). With the use of Huawei's communication networks, a linked safe city model has been created in Nairobi, connecting police stations, policemen, and surveillance cameras. The authors further explain that the government decided to invest in a high-speed internet network in response to terrorist assaults, which prompted this effort. The National Police Service Commission has outfitted police with wireless devices and linked command centres in central Nairobi with over 1,500 high-definition cameras (Huawei, 2017:7). These wireless devices transmit and receive data via radio frequency waves, removing the need for physical wires. Transmitters, receivers, antennas, and computers are some of the components. The transmitter turns data into radio waves and sends them out through the antenna, while the receiver picks up these waves and converts them back into useful information. This procedure allows wireless communication between devices over variable distances, based on signal strength and device range (Pahlavan & Krishnamurthy, 2021:12). The city has a responsive command system with GPS and Geographic Information System software based on satellites, as well as panoramic video surveillance (Frilander *et al.*, 2023:16).

Real-time monitoring and evidence gathering are made easier with the help of sophisticated video analysis software that helps manage video data effectively (Huawei, 2017:7). The three main objectives of the safer cities programme are to improve urban safety by decreasing vulnerabilities in urban areas, improve urban safety through efficient urban planning, management, and governance, and improve safety governance in general (Alabi & Balogun, 2018).

Information and communication technologies are increasingly becoming the point of interaction between government, public agencies, and people (Bruce & Tait, 2015). The authors further mention that over the past five to 10 years, Nairobi has experienced rapid advancement in the use of mobile technology and is today considered a leading hub for ICT innovation in Africa.

### **4.3 CONCLUSION**

The Safer Cities Programme emphasises the need to address socioeconomic factors and criminal elements through innovative, coordinated, and integrated approaches to create secure urban environments where citizens feel safe. Taking a coordinated approach to crime prevention will improve everyone's quality of life by not just making neighbourhoods safer but also encouraging a more supportive community where people watch out for those around them. Collaboration is crucial in advancing Safer Cities Projects, enabling a coordinated approach to crime reduction. Leveraging technology, such as CCTV cameras and Geographic Information System mapping, has emerged as a key strategy. This collaborative approach to crime prevention ensures public safety but also cultivates a compassionate society where neighbours actively look out for one another, promoting a better quality of life for all.

The National Development Plan's ambitious safety goals for South Africa underscore the importance of local government involvement in addressing community safety and violence prevention. In South Africa, crime levels are influenced by universal factors observed in other countries. However, within a politically charged environment, there's often a rush to implement crime prevention programmes without considering their developmental stage. Recognising the diversity of approaches and drawing lessons from various nations and regions worldwide is crucial; the use of technology is

instrumental in fighting crime in the cities and has proven to be effective in crime prevention

The primary objective of the SAPS is to protect and serve all citizens through community policing. This approach prioritises the needs of the community over solely enforcing the law. Active citizen involvement is essential for improving or maintaining the quality of life, with the police playing a supportive role in nurturing healthy police–community relationships. Governments must prioritise these crime prevention efforts and collaborate closely with communities and invest in technology to create safe and secure cities where people can work and live without fear.

## **CHAPTER FIVE: RESEARCH METHODOLOGY**

### **5.1 INTRODUCTION**

This chapter focuses on the research approach and design, population and sampling techniques, and the methods of data collection and analysis used in the study. It also provides in-depth detail on the methods the researcher used to ensure the validity and transferability of the findings and provides insight into the ethical considerations of the study.

After the completion of the study, anyone reading this research will gain a comprehensive understanding of the research's purpose and the methods employed for data collection and analysis. Community awareness and engagement are critical components of successful crime prevention strategies. As such, understanding how the Safer Cities Project is communicated and perceived at the community level is essential to evaluating its effectiveness and long-term sustainability.

### **5.2 RESEARCH METHODOLOGY**

The researcher chose a qualitative approach to this study. According to Kang and Hwang (2021:6) and Merriam and Grenier (2019:6), qualitative research seeks a better understanding of societal problems. This approach enabled the researcher to try to understand the experiences and perspectives of the participants on the implementation of the Safer Cities Project.

A research methodology is a method for discovering structured solutions to research problems (Taylor, Bogdan & Devault, 2016:3). The methodology reflects the scientific approach to dealing with social problems being faced by the community (Sefotho, 2021:11; Thomas, 2021:29). Therefore, it is important to outline the various steps that a researcher takes when investigating a research problem and the reasoning behind them (Patel & Patel, 2019:48). According to Leedy and Ormrod (2010:3), the researcher should adopt an efficient approach when gathering and analysing data to effectively address the phenomenon at hand. Walliman (2011:8) further states that once the researcher has identified the problem and collected and analysed the

information, a range of solutions will emerge. The research design and approach that the researcher used are discussed in the next sections.

### **5.2.1 Research Design and Approach**

A research design includes a variety of research methods that can be used to gather and analyse data for the investigation at hand (Bryman, 2016:40; Mishra & Alok, 2011; Walliman, 2011:9). According to Bless *et al.* (2013:60) and Taylor *et al.* (2016:10), a research design should align seamlessly with the precise needs of the research problem. Fouché, Strydom and Roestenberg (2021:39) posit that the two most common and widely accepted methods are qualitative and quantitative research, and these methodologies are very distinct from one another.

A qualitative research design was used in this study to achieve the intended objectives of the study. A research design is said to be the basis on which the research is conducted and provides direction for collecting data and evidence (Griffiee, 2012:44; Gupta & Gupta, 2022:20). Furthermore, the research methodology guides the research in collecting and integrating relevant information (Leedy & Ormrod, 2016:80). The qualitative approach centres on examining how people make sense of and relate to the situations they encounter (Merriam & Tisdell, 2016:6). This method was well suited to the study, as it involved collecting and analysing data from people's experiences and perspectives on the implementation of the Safer Cities Project. According to Leavy (2017:124), this approach allows the researcher to get a robust understanding of the subject because the researcher unpacks how people perceive certain situations.

Thus, a qualitative approach refers to research that produces descriptive data from the responses and behaviour of people (Braun & Clark, 2013:4; Taylor *et al.*, 2016:7). In qualitative research, the data is normally collected through interviews, observations and document analysis (Zahle, 2020:102). The researcher chose a qualitative approach to explore the problem concerning the implementation of the Safer Cities Project and to further get an in-depth view of how people view and experience the issue. Marczyk, DeMatteo and Festinger (2010:17) suggest that the qualitative research approach provides insight into the real experiences of participants by obtaining valuable descriptions of participants' experiences.

This study is explorative in nature, and, as stated by Creswell and Creswell (2018:4), explorative studies provide an understanding of how individuals or groups view social problems. Bless *et al.* (2013:60) suggest that this type of study is especially useful when little is known on the subject and allows the researcher to obtain a better understanding of the problem at hand. According to Reiter (2017:139), explorative research is a way of making sense of what happens in the world by, for example, introducing new methods or approaches or looking at counter-hegemonic issues. The explorative nature of this study enabled the research to investigate how the Safer Cities Project is implemented in South Africa by determining how this concept is implemented in other countries, what the legislative framework for its implementation is, how this concept contributes to crime reduction, challenges encountered in its implementation, and measures to improve the effectiveness of its implementation.

The researcher followed the phenomenological strategy of inquiry, which, according to Creswell and Creswell (2018:13) and Merriam and Grenier (2019:8), explores how people respond to a problem based on their experiences. This approach is normally applied to describe a phenomenon or a problem (Khaldi, 2017:18; Kumar, 2019:18). Therefore, this approach is ideal to understand a particular problem through the experiences of people in their social settings (Patton, 2015:302) and was appropriate for this study based on the following factors:

- People's experiences differ significantly, and their experiences and perceptions must be captured in their own words.
- The explorative process is dynamic in nature, so it cannot be appropriately summed up in a single rating system at one point in time.
- The explorative process necessitates detailed explanations of what occurs and how people interact with each other.
- The explorative process leads to the intended outcome.

This approach provided the researcher with the opportunity to analyse the Safer Cities Project documents and meet with research participants face-to-face to obtain detailed information that addressed the problem at hand.

## **5.2.2 Population and Sampling**

According to Taherdoost (2016:19), one should begin by defining the target population, then the sample frame of the actual cases from which the sample will be drawn, and finally, the sampling technique that will be used. Dantzker, Hunter and Quinn (2018:58) define a population as a complete set of a targeted group from which the information will be extracted. Roy (2018:25) postulates that the population is the people you select who are the target for the investigation at hand. Sampling is the method used to select a target group that has similar characteristics to the larger group, while a sample refers to any subset or subgroup of the population (Driscoll, 2011:167; Griffee, 2012:54; Leavy, 2017:76; Roy, 2018:25).

Roy (2018:40) advises that once you have defined the population you will study, the following elements need to be considered:

- Reducing the study's scope from a large population to a manageable one.
- Primarily focusing on the population group that the research efforts are directed towards.
- Determining which groups will be affected by the study's findings.

### **5.2.2.1 Use of non-probability sampling**

According to Bless *et al.* (2013:172), Braun and Clark (2013:56) and Leavy (2017:79), purposive sampling is a non-probability sample based on the researcher's judgement as to what is a distinctive element. In social research, there are two major groups of sampling procedures: probability and non-probability sampling (Strydom & Delpont, 2011:390). Etikan and Bala (2017:215) compare these procedures, stating that in probability sampling, each unit has an equal chance or probability of being selected, whereas in non-probability sampling, the researcher does not know the population size, so participants do not have an equal chance of being selected. According to Babbie (2016:186), probability sampling is impossible to carry out in many research areas. Thus, this study used non-probability sampling and analysed selected Safer Cities Project documents.

According to Bryman (2012:201) and Griffiee (2012:57), the term 'non-probability sampling' is a primary term that captures various methods of sampling conducted in accordance with required standards. This sampling method might be capable of predicting whether each aspect chosen from the population should be sampled (Leedy & Ormrod, 2014:20). According to Vanderstoep and Johnston (2009:26), in most cases, it would not be possible to study all the members in the population. In this case, because of the limited budget and logistical difficulties of reaching participants, it was not feasible to include the entire population in the study. It was, therefore, appropriate for the researcher to employ a non-probability sampling technique where the participants were selected based on their expert knowledge because of their involvement in the implementation of the Safer City Project in South Africa.

The target population that this study focused on was the SAPS, local municipality, Traffic Police Department, CPFs and Business Against Crime South Africa representatives who are currently working on the Safer City Project. They come from all 10 pilot cities, namely, Johannesburg, Tshwane, Rustenburg, Cape Town, Polokwane, eThekweni, Mangaung, Kimberley, Emalahleni and Gqeberha.

According to Hornberger and Rhangu (2020:1), inclusion and exclusion criteria are necessary for selecting participants who can provide the most beneficial information on the subject. For this study, this meant the inclusion of 32 participants who were selected from the technical team responsible for the implementation of the Safer Cities Project: one representative from each of the 10 pilot cities from the SAPS, the municipality, the Metro/Traffic Department and a representative from Business Against Crime South Africa and the CPF. The technical team refers to all individuals tasked with overseeing the project, and the 32 participants were chosen because they were directly involved in implementation and had first-hand knowledge relevant to the study. This sample is representative of the technical team as it includes key stakeholders from every pilot city and sector involved in the project. These were the individuals appointed to ensure the project's effective implementation, perform the project work and produce the deliverables. They were also responsible for ensuring the day-to-day running of the project. According to the SAPS (2017:15), the technical team has the responsibility to:

- Actively work on the project for the duration of the project cycle.
- Ensure the implementation of the integrated project plan.
- Be appointed according to the nature of the project.
- Work closely with all stakeholders to ensure the project expectations are met.

Unstructured observations of virtual meetings were conducted to capture how the technical team coordinated activities, made decisions, interacted with stakeholders, and solved problems, directly relating to the research problem. Participants who had no knowledge of the subject were not interviewed. In addition, only representatives from the pilot cities were included in the sample; no other cities were included. The following section outlines the data collection methods used.

### **5.2.2.2 Biographical data of participants**

The biographical data of the participants includes information on gender, age, marital status, qualifications, the degree of training they have in the safer cities concept, and the organisations they represent. All 32 participants selected for the study had experience with the Safer Cities Project in one of the 10 identified cities and were part of the Safer Cities Project’s technical team. The researcher ascertained that the selected participants were knowledgeable about the Safer Cities Project, ensuring that the insights gathered would be meaningful and relevant. The biographical information is provided in Table 5.1 below.

**Table 5.1: Demographic data of participants**

<b>PART</b>	<b>GENDER</b>	<b>AGE GROUP</b>	<b>MARITAL STATUS</b>	<b>EDUCATIONAL QUALIFICATION</b>	<b>TRAINING</b>	<b>STAKEHOLDER REPRESENTED</b>
1	Male	53 +	Married	Degree	Informal Training	SAPS
2	Male	54 +	Divorced	Degree	No Training	SAPS
3	Male	55 +	Married	Degree	Informal Training	SAPS
4	Female	48–52	Single	Diploma	Informal Training	SAPS
5	Female	53+	Widowed	Diploma	No Training	SAPS
6	Female	48–52	Married	Degree	No Training	SAPS
7	Male	53+	Married	Degree	No Training	SAPS

<b>PART</b>	<b>GENDER</b>	<b>AGE GROUP</b>	<b>MARITAL STATUS</b>	<b>EDUCATIONAL QUALIFICATION</b>	<b>TRAINING</b>	<b>STAKEHOLDER REPRESENTED</b>
8	Female	48–52	Married	Diploma	No Training	SAPS
9	Female	48–52	Married	Degree	Informal Training	SAPS
10	Female	48–52	Married	Degree	No Training	SAPS
11	Female	48–52	Single	MA Degree	Trained	Municipality
12	Male	48–52	Married	MA Degree	No Training	Municipality
13	Male	48–52	Married	Degree	Informal Training	Municipality
14	Male	48–52	Married	Diploma	Informal Training	Traffic
15	Male	48–52	Married	Diploma	No Training	Traffic
16	Male	53+	Married	Degree	No Training	Municipality
17	Male	48–52	Married	Degree	No Training	Traffic
18	Male	48–52	Married	Diploma	No Training	Traffic
19	Male	48–52	Married	Degree	Informal Training	Traffic
20	Male	53+	Married	Degree	Informal Training	Municipality
21	Male	48–52	Married	PhD	Trained	Traffic
22	Female	53+	Married	PhD	Trained	Traffic
23	Male	48–52	Married	Degree	Informal Training	Traffic
24	Male	53+	Married	Diploma	Trained	Municipality
25	Male	48–52	Married	Degree	No Training	Municipality
26	Male	48–52	Married	PhD	Trained	Municipality
27	Female	43–48	SINGLE	Degree	Trained	Municipality
28	Male	53+	Married	Diploma	No Training	Municipality
29	Male	48–52	Married	Degree	Informal Training	Traffic
30	Male	53+	Married	Degree	Informal Training	Traffic
31	Male	53+	Widowed	Advanced Diploma	Informal Training	CPF
32	Male	53+	Married	Degree	Informal Training	BACSA

Unstructured observation was conducted by watching how the technical teams from the 10 pilot cities worked within their project environment, paying attention to their actions and interactions. This was achieved by observing their virtual meetings. In addition, virtual interviews using Microsoft Teams software were conducted with all the participants.

### 5.2.3 Data Collection

According to Kabir (2016:202), data collection is a procedure of gathering information from various relevant sources to find an answer to the research problem and evaluate the results. The goal of data collection is to capture quality evidence, which is then processed to develop credible responses to the research questions (Kabir, 2016:202). Data can be collected using various methods, and the researcher may have to take aspects like cost, time and other resources that are at their disposal into account (Pandey & Pandey, 2015:15). Hammond and Wellington (2021:2013) explain the difference between primary and secondary data, stating that the researcher collects primary data and secondary data is collected by other people. Primary data collection will now be discussed.

#### 5.2.3.1 Primary data

According to Kabir (2016:204), data that is collected from first-hand experience is known as primary data. For the purpose of this study, primary data were collected through observations and interviews.

**Semi-structured interviews:** A semi-structured interview is a method used in qualitative research where the researcher uses a list of open-ended questions and follow-up questions to explore and clarify an issue (Leedy & Ormrod, 2021:181). Bryman (2012:99) points out that a semi-structured interview is associated with open-ended questions. This use of open-ended questions makes the researcher more flexible, especially regarding follow-up questions that may arise. The advantage of open-ended questions is that they allow participants to freely express themselves in their answers and give as many details as possible (Bless *et al.*, 2013:209). The researcher can also probe to bring about further responses to the issue at hand. Probes are frequently required to elicit responses to the open-ended questions used in the interview schedule (Maxfield & Babbie, 2018:280). In this study, an interview schedule was formulated to guide the interviews.

Maxfield and Babbie (2018:280) explain that one-on-one interviews are normally used in qualitative studies. For this study, virtual interviews were conducted with the 32 participants from the 10 pilot cities. This method gave the researcher more flexibility to observe and capitalise on follow-up probing questions. It also allowed the researcher to manage any questions that arose during the interviews. This follows Dawson's (2009:28) observation that during interviews the researcher should remain observant and, upon identifying important aspects, probe for more detail.

**Observation:** Observation is a process that the researcher employs to observe and take note of activities and behaviours of someone or some aspect (Ciesielska, Bostrom & Ohlander, 2018:34; Creswell, 2014:186). Walliman (2011:73) states that observation includes taking notes or minutes in interviews or other research activities and is typically used in a qualitative study. According to Hammond and Wellington (2013:111), observation is directly related to a person's experience of a specific problem. In this study, the researcher used unstructured non-participant observation. Unstructured observation is observing what the researcher wants to find out without having a predetermined schedule in hand (Creswell, 2014:187). In this study, the researcher used non-participant observation.

Non-participant observation is when the researcher spends time observing the demeanour of the participants that are being studied to get a better insight into their lives and their experiences (Bryman, 2012:273). This type of observation allows a researcher to keep an open mind about what is intended and contemplate a flow of emerging theories (Bryman, 2016:10).

According to Flick (2023:51), observation can be done without the researcher taking part in the activities going on in the field. In this study, as indicated above, observation was conducted on the technical team members who were established in each pilot city to determine how they were implementing the Safer City Project. Because of the vast area the researcher had to cover, virtual interviews were conducted. Merriam and Grenier (2019:14) explain that an interview can take various forms, including face-to-face meetings or virtual interactions using technology. Vanderstoep and Johnston (2009:89) posit that by using virtual meeting technology, a researcher would be able to sample a larger population with minimal costs. The benefit of using virtual

technology to conduct interviews is that interviews can be simultaneously recorded and transcribed (Driscoll, 2011:165). According to Ciesielska *et al.* (2018:34), the researcher gains unique insights into the behaviour and activities of participants because they are part of the social settings being observed.

**Document analysis:** According to Busetto, Wick and Gumbinger (2020:1), document analysis refers to written material that is reviewed by the researcher. This can comprise various documents, including policies, guidelines, annual reports, letters, etc. Document analysis normally involves reviewing existing documents for an overall understanding of the subject (Schurink, Jordaan & Schurink, 2021:341). The existing Safer Cities Project documents from the SAPS and the municipalities being studied were analysed, together with other relevant documentation, as mentioned above.

#### **5.2.3.2 Secondary data**

According to Kabir (2016:205), secondary data is data that is collected from an already published source. Various books and articles on crime prevention, safer cities and partnerships, and a range of research methodology books were consulted. Newspapers, journal articles and the internet were also used in this research. The researcher used the relevant information from these sources and compared the data to answer the research questions. The literature relevant to the safer cities concept was analysed to find answers to the research questions. Documents from the SAPS or other stakeholders pertaining to the Safer City Project were perused, and relevant data extracted. Legislative frameworks, such as the Republic of South Africa Interim Constitution (Act no. 200 of 1993); Municipal Systems Act (Act no 32 of 2000); South African Police Service (Act no 68 of 1995); South Africa White Paper on Policing (2016); White Paper on Safety and Security, Integrated and Violence Prevention Strategy (2020); The NDP (2030) and the National Crime Prevention Strategies (1996), among others, were considered.

#### **5.2.4 Data Analysis**

According to Ahire and Prashanth (2020:7), data analysis in qualitative studies is an inductive approach for making predictions to reach assumptions from practical evidence during community interactions. Bordens and Abbot (2018:30) suggest that

once the data is collected, it must first be summarised to make sense, then analysed. Bryman (2016:11) explains that data analysis is a stage that incorporates several elements. Analysis of transforming data happens during and after data collection. Maxfield and Babbie (2018:293) point out that although a data log will include numerous documents, such as interview transcripts, field notes and memos, the researcher should be clear and precise about how to organise their data. Graustein (2014:74) maintains that if a researcher does not analyse data, it amounts to mere information. The data in this study were recorded, transcribed, converted into text, and grouped into themes, with permission obtained from each participant prior to data collection, ensuring ethical compliance and the voluntary participation of all individuals involved. The spiral method was chosen as the analysis method for this study, which entailed the researcher identifying and systematically analysing the data collected and then verifying it with data collected from the document analysis (Leedy & Ormrod, 2019:387). Using the spiral technique ensured that data was collected, organised and verified following the steps (detailed below) outlined by Leedy and Ormrod (2019:387).

Step 1: Data was collected and organised into headings and subheadings.

Step 2: The collected information was reviewed to make sense of what needed to be incorporated into the study.

Step 3: Groups and themes were identified for the study and further categorised to gain valuable insights and meaningful data for analysis.

Step 4: The data was verified and integrated, and unnecessary or irrelevant data was removed.

The researcher listened to the recorded interviews multiple times, checking and correcting the transcriptions to ensure accuracy. Data analysis was carried out using ATLAS.ti version 24 computer software, which helped examine the responses from the 32 participants. The verbatim responses are presented in this report to emphasise particular points being made. As indicated in Table 2.1 above, participants were categorised according to the organisations that they represent in the Safer Cities Project; to maintain their anonymity, no mention is made of their names or the pilot city that they represent. The researcher used interview transcripts, SAPS policies (data analysis) and field notes as primary sources for the data analysis. The data

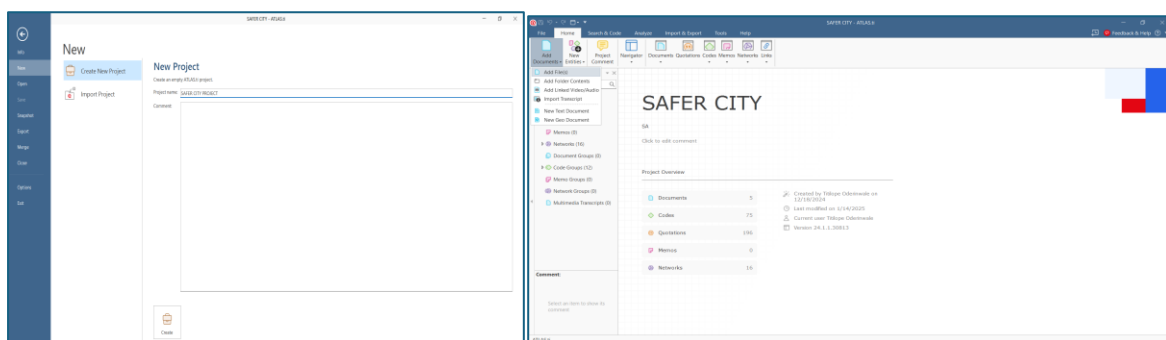
underwent identification, analysis, coding and organisation, with findings aligned to the study's objectives and research questions. Significant themes emerged from the reviewed data.

#### **5.2.4.1 Application of Atlas.Ti V24 software for data analysis**

An inductive and deductive thematic content analysis approach was adopted to explore the participants' responses in addressing the study objectives. ATLAS.ti v24, which is a sophisticated computer-assisted qualitative data analysis software, was used for the analysis. Bryman (2016:11) explains that the data analysis stage typically consists of several elements, including cleaning, coding, categorising and interpreting the data to draw meaningful conclusions. The following steps were followed to systematically analyse the study data using ATLAS.ti v24.

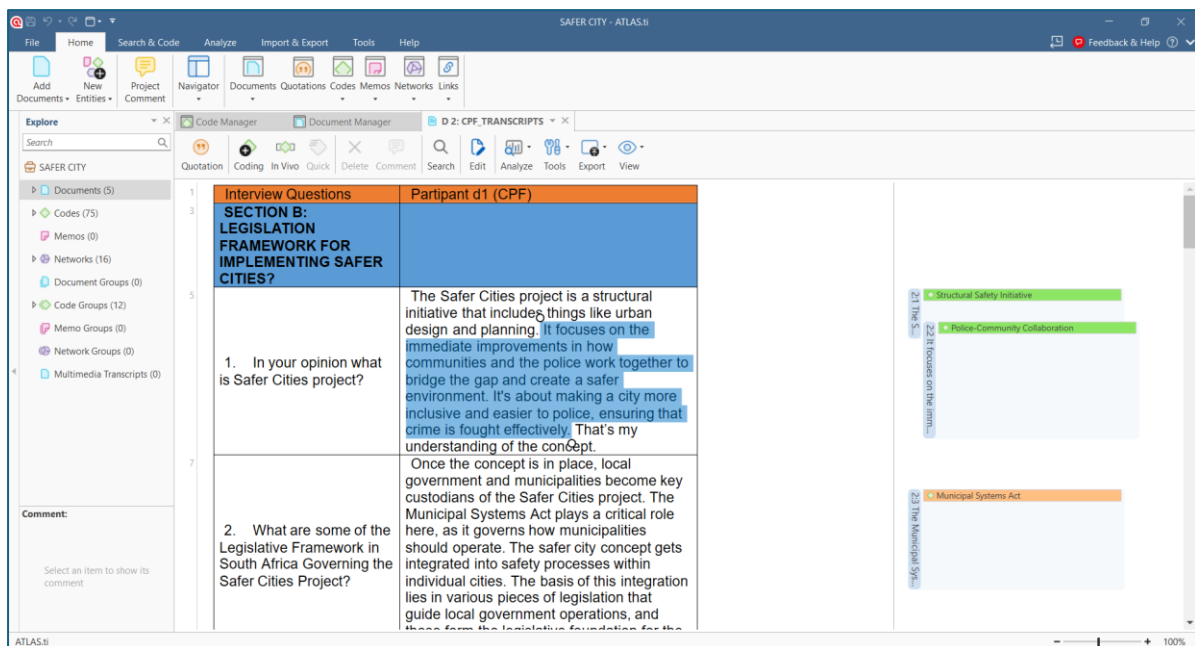
**Step 1: Transcription** - According to Ibrahim and Kuta (2015:99) and De Vos *et al.* (2011:397), data analysis is a process that involves performing precise computations and evaluations to identify pertinent information and make conclusions based on the findings. In this study, the researcher conducted semi-structured interviews, which were recorded and transcribed. The use of ATLAS.ti v24 software provided several key functions for transcription, streamlining the process and ensuring accurate analysis of the interview data.

**Step 2: Project creation and document additions** - The primary task of creating a new project was initiated, and the new project was created. Interviews were imported and successfully uploaded into the ATLAS.ti v24 software for analysis, as indicated in Figure 5.1 below.



**Figure 5.1: Project creation**

**Step 3: Coding** - According to Linneberg and Korsgaard (2019:6), coding is the process of identifying significant sections of data and assigning them a label that represents their main idea. A coding system was developed in alignment with the research objectives and questions to simplify the data into a clear, theoretical structure, helping to identify the key elements of the research (Naeem *et al.*, 2023:4). For this qualitative research, the interview transcripts were successfully imported into the ATLAS.ti v24 software. Open coding was then done. The researcher began by transcribing the verbatim responses line by line after opening the document browser. The project name appeared in the window title, with icons on the right for adjusting the display, printing, exporting and searching. The coding bar, which appeared in a specific colour, was used to assign codes to the document. The codes were systematically organised into themes and sub-themes, aligned with the study's research questions. Figure 5.2 displays the code cloud generated by ATLAS.ti v24 for this research.



**Figure 5.2: Generated code cloud**

**Step 4: Emerged themes for this study** - A coding system was developed using ATLAS.ti v24 in alignment with the research objectives and questions. This process helped to simplify the data into a clear, theoretical structure, making it easier to identify the key elements of the research (Naeem *et al.*, 2023:4). Rosairo (2023:554) states

that themes are the main ideas and topics that appear in the research data. ATLAS.ti v24 was effective in supporting the research process, particularly in organising the study around participants' experiences and in analysing the collected data. The participants' responses to the questions were categorised into themes and sub-themes. The data analysis using ATLAS.ti v24 generated codes aligned with the aims, objectives, and questions of this study. The insider perspective provided a comprehensive understanding of the data analysed in the Safer City Project, highlighting how local community members and stakeholders perceived and responded to the project's initiatives and how it shaped the implementation efforts by municipal authorities and partners. The participants' verbatim responses were used to generate codes. These codes were further analysed to create categories and findings based on themes, typically ranging from five to seven themes, as indicated in Leedy and Ormrod (2015:300). Figure 5.3 below indicates the key themes that emerged from the data analysis in this study. These themes represent the critical factors influencing the implementation and effectiveness of the Safer Cities Project, including accountability, funding, technological adoption, collaboration, communication, and resource availability. Figure 5.3 below indicates the emerged themes for this study.

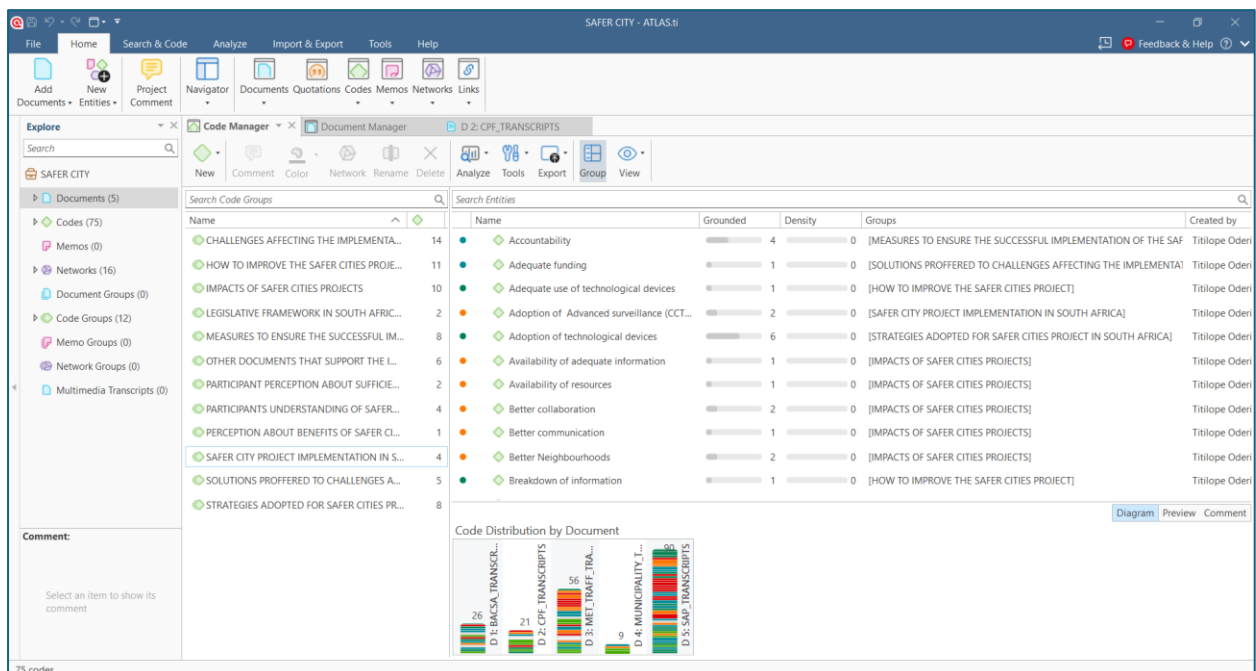
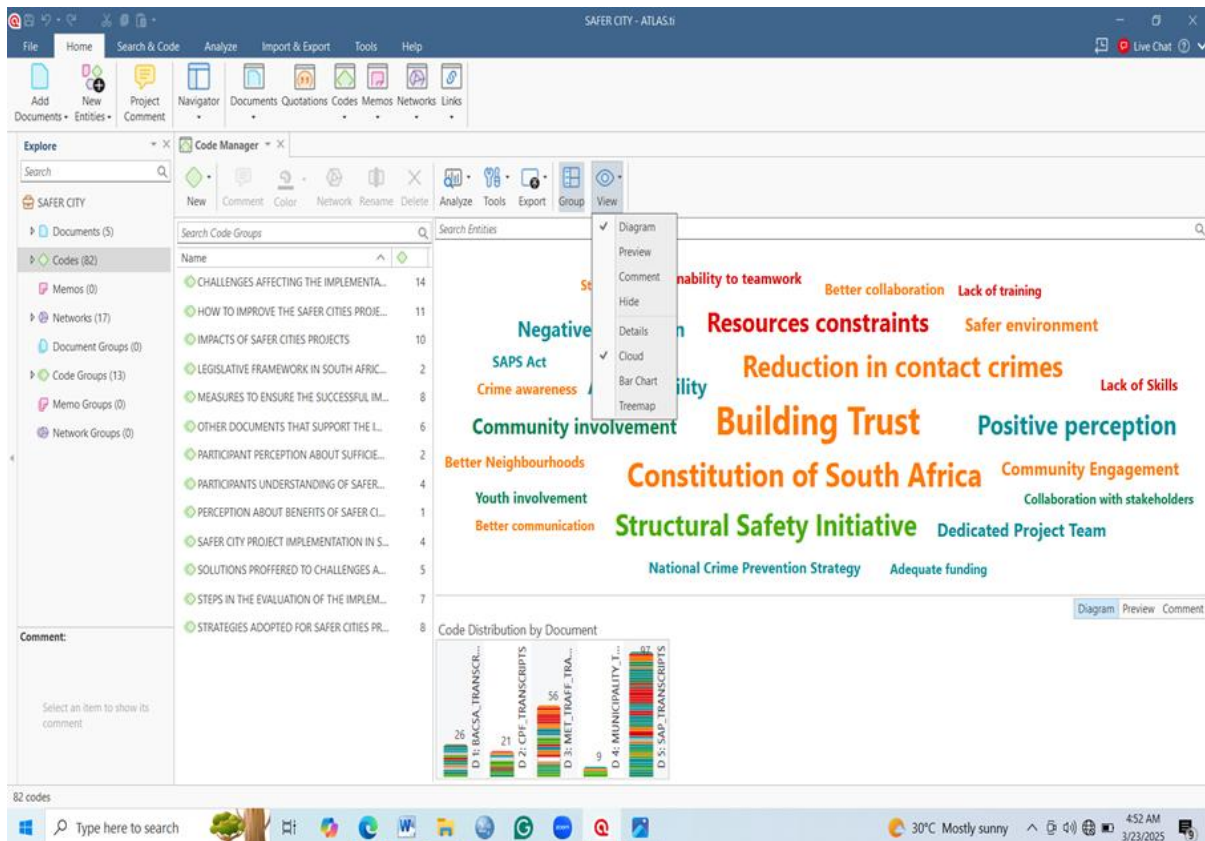


Figure 5.3: Emerged themes for the study

**Step 5: Exporting the codebook** - In this step, the researcher reviewed the study's aims and objectives in relation to the categories that emerged from the data. The final phase of the data analysis involved saving the project and exporting the codebook for further use and reference. Figure 5.4 below illustrates the tab the researcher used to export the project bundle. This final step concluded the data analysis process.



**Figure 5.4: Exportation of the codebook**

### 5.3 METHODS USED TO ENSURE VALIDITY AND RELIABILITY

According to Du Plooy-Cilliers, Davis and Bezuidenhout (2014:258) and Cropley (2022:37), the term “trustworthiness” is often used in qualitative studies to ensure that the study is reliable, valid and accurately reveals the truth. To ensure trustworthiness, the researcher considered the following: credibility, transferability, dependability and confirmability.

### **5.3.1 Credibility**

To ensure the credibility of this study, the researcher used the triangulation method, as explained by Leedy and Ormrod (2019:93). Triangulation is when multiple approaches are used to investigate a research question (Cropley, 2022:120). In this study, interviews, observation and literature research were used, and the information obtained from each method was compared. According to Bhattacharjee (2012:110) and Cropley (2022:128), research can be considered believable if readers find its interpretations credible.

Credibility is established when the researcher spends a vast amount of time in the field to understand the phenomenon (Hammond & Wellington, 2021:205; Merten, 2012:29). On the other hand, Walliman (2011:85) states that credibility exists in the research if it is free from mistakes and bias. Therefore, the researcher ensured adequate time was spent in the field and notes were made. All data obtained were included in the research. The researcher remained impartial throughout the study, ensuring that no other perspectives influenced the attainment of the research objectives. The researcher interviewed participants who were involved in the Safer Cities Project because reliable information could be acquired from them. The data collected from the participants was analysed and verified and has been correctly referenced.

### **5.3.2 Transferability**

Bless *et al.* (2013:237) explain that transferability is similar to external validity as it relates to the ability to apply the results to similar circumstances. In other words, the findings derived from the study can be transferred into the actual world (Cropley, 2022:128; Hammond & Wellington, 2021:215). Bryman (2016:44) adds that transferability is also similar to external validity in that research results are open to different interpretations. Most of the literature reviewed was fairly recent, which means it contained reliable updates.

Devlin (2018:151) argues that although there are various types of reliability, the core issue is the consistency of the measure. To ensure the transferability of findings, the researcher provided comprehensive information so that other researchers can apply them to their research. The researcher believes that if the same research is conducted

using the same research methods, other researchers should derive similar conclusions.

### **5.3.3 Dependability**

Research can be authentic if two researchers separately assess the same concept using the same collection of scientific proof and come to the same conclusion (Bhattacharjee, 2012:110; Hammond & Wellington, 2021:206). The authors further clarify that this concept is similar to reliability, which means the research must demonstrate consistency in the processes of the study. Vanderstoep and Johnston (2009:62) define reliability as a measure of obtaining consistent results if the study is done all over again. Merten (2012:29) states that dependability is about the reliability of a study in determining whether consistency was applied to the targeted variables. To ensure dependability in this study, the researcher demonstrated all the processes followed. This included the steps that were followed from the beginning of the study to the end to demonstrate the examination and consistency of the data. The list of all references used in the study has been documented. The findings of this study are consistent, and should this study be repeated, it would yield similar results.

### **5.3.4 Confirmability**

Confirmability is also similar to reliability in qualitative research. According to Bhattacharjee (2012:111), confirmability refers to the validity of the findings reported against the actions of the participants. This refers to being fair and objective throughout the research and maintaining a clear chain of evidence. Confirmability relates to reliability, and Leedy and Ormrod (2014:94) submit that something can only be measured accurately when it is consistent. To ensure confirmability in this study, the researcher maintained and archived detailed records of the research documentation and the processes followed, ensuring that the interpretations and conclusions can be linked to their sources without bias. Member checking was used to determine precise findings during the preliminary findings, and participants were consulted to ensure findings were accurately captured, as indicated by Creswell (2014:200).

## 5.4 ETHICAL CONSIDERATIONS

Researchers conducting any type of research should keep ethical considerations in mind. Research ethics refer to how the researcher treats participants during the study and the manner in which the data is processed (Depoy & Gitlin, 2020:24; Vanderstoep & Johnston, 2009:12). Ethical considerations are related to morality, which refers to whether one's behaviour is right or wrong (Bless et al., 2013:28; Cropley, 2022:37). Research ethics relate to any action the researcher takes that could affect the people being studied (Flick, 2020:40). Organisations have guidelines and standards outlining how research should be conducted (Flick, 2023:119; Walliman, 2011:43). Compliance is attained by obtaining consent that protects participants from harm and conforms to ethical considerations (Cohen, Manion & Morrison, 2018:111). For this study, the researcher conformed to the University of South Africa (UNISA) Policy on Research Ethics and the South African Police Service National Instruction 4/2022 (UNISA, 2016; SAPS, 2022). The researcher conformed to the UNISA Policy by obtaining permission not only from the research participants but also from gatekeepers, such as community leaders or heads of specific organisations or groups, before beginning the study (UNISA, 2016:12). UNISA (2016:12) also highlights the importance of how participants must be treated participants within the context of their community and to respect traditions, especially those that involve sacred or confidential practices.

This study followed the principle of ensuring no harm comes to participants, whether directly or indirectly. It is also considered that any potential benefits for participants should outweigh possible risks (UNISA, 2016:12). The researcher adhered to the objectives of the UNISA Policy on Research Ethics (2016), which aims to contribute to an ethical and scholarly research environment at UNISA and to protect the rights and interests of human participants. This is especially important when the information collected could impact their privacy or dignity, or when participants are in vulnerable positions due to factors such as age, illness, poverty, lack of education, or limited power.

Ethical clearance for the study was granted by UNISA's College of Law's Ethics Committee. The clearance certificate, numbered 1065, is included as Appendix A. In addition, for the purposes of this study, the researcher made sure that principles of

ethical considerations (detailed below), as mentioned in Bhattacharjee (2012:351), were adhered to.

#### **5.4.1 Voluntary Participation and Harmlessness**

The study ensured that all participants participated in the research voluntarily. According to Flick (2023:124), consent must be given by a person who is competent to do so, and this consent should be both informed and voluntary. As a result, the researcher obtained informed consent from all research participants. The researcher provided the participants with informed consent forms that both the researcher and the participants signed, and the participants were verbally reminded that they may withdraw from the study at any time. The researcher was transparent and ensured that the research process, including the purpose of the research, was explained clearly to avoid any misleading practices in the study.

#### **5.4.2 Anonymity and Confidentiality**

The participants were informed that their identities would be kept confidential and concealed, and, therefore, they would remain anonymous. Confidentiality and anonymity of participants must be maintained to protect the participants from any harm (Bhattacharjee, 2012:138; Depoy & Gitlin, 2020:28). According to Dane (2011:321) and Driscoll (2011:196), confidentiality exists when only the researchers are aware of the participants' identities and agree to conceal those identities. Anonymity exists when no one, including the researcher, can associate an individual's identity with any information provided (Dane, 2011:319).

For this study, the researcher used the names of the organisations that the participants represented as a way to protect their identities, ensuring that answers could not be traced to individual participants. The researcher informed participants that their true identity would not be revealed; instead, they would be identified by the organisations that they represent to ensure confidentiality. This research ensured that the information collected was stored in a secure location and no other person, except the researcher, would have access.

### **5.4.3 Disclosure**

Researchers are obliged to provide information about their study to the participants before collecting data, allowing them to decide if they want to participate in the study (Bhattacharjee, 2012:139). This implies that the participants must be provided with relevant information, including an explanation of the study's potential risks. However, in this study, data gathered from each individual was kept confidential; therefore, there were no risks to the participants, and their human rights were maintained and not compromised for the benefit of the research. The participants also signed a consent form to agree to participate in the research and were allowed to withdraw at any time. The researcher prevented the disclosure of participants' identifying information by using the names of the organisations that they represented in the project to identify them. Even the information and data collected were protected and only discussed with the appointed supervisor. The information collected was password-protected so that only the researcher could have access to it. The findings have been reported with honesty and integrity.

### **5.4.4 Analysis and Reporting**

Researchers have an ethical responsibility to the scientific community regarding how data is collected and analysed in their study (Bhattacharjee, 2012:139). Hammond and Wellington (2021:9) explain that analysis is done to segregate data to make sense of it and explain how it fits into the subject being studied. The researcher submitted the study's findings to their supervisor, together with a completed plagiarism declaration form. The researcher consulted multiple literature studies and used observation to gain more understanding of the subject, becoming familiar with the opinions of other authors. The data received were relevant to the study and accurately reported, and all sources were acknowledged. The researcher ensured that the interpretations of the data analysed and collected were reported. The process by which the data was explored brings a new understanding to readers and provides meaningful insights into the subject.

## **5.5 CONCLUSION**

The study's research methodology chapter considered and explained the logic and rationale for the choice of the research procedures and strategies used. This study adopted the qualitative approach by conducting unstructured interviews with key technical team members from the 10 pilot cities. This approach was used to get a holistic understanding of how the Safer City Project is being implemented in these cities and how it assists the citizens of South Africa in addressing crime and other safety issues. The next chapter will discuss the crime prevention methods of the Safer Cities Project.

## **CHAPTER SIX: RESEARCH FINDINGS**

### **6.1 INTRODUCTION**

This chapter presents and discusses the findings of the study gathered from interviews, literature and document analysis. It focuses on interpreting and discussing the key findings rather than presenting raw data to provide a clear understanding of the research outcomes by analysing the information gathered during the study. Direct quotes from participants are used to emphasise specific points within the themes to highlight and support the research analysis. There were no variations in the responses based on gender, age, education, marital and training status, so the presented research findings are not categorised under the variables indicated in Table 2.1.

Walliman (2016:81) states that the significance of a study is determined by its ethical honesty and the innovation of its findings. Everything is made transparent, with no information concealed, to ensure that the researcher maintains ethical integrity and the findings can be easily verified. The notes from observations and interviews were analysed to extract relevant discussions and identify study themes and sub-themes and were integrated with the reviewed literature.

### **6.2 PRESENTATION OF FINDINGS**

The research findings of this study are categorised into specific and general findings. Specific findings are related to the research objectives and research questions, while general findings are based on peripheral matters that are not specifically covered by the research objectives and research questions but assist in enhancing the value of the study. As indicated in the research methodology chapter, unstructured observation and interviews were conducted on the activities of the technical team members responsible for implementing the Safer Cities Project. Based on unstructured interviews, the technical team emphasised that a project of this scale requires a dedicated team solely focused on its execution. For instance, team members should be appointed to work exclusively on the Safer City Project, rather than balancing it with their day-to-day responsibilities, as is the current situation. The participants also

agreed that management needs to buy into the project and be the decision-making structure.

The technical team members of this project were interviewed as follows: 10 police officers representing the SAPS, 10 members representing the municipality, 10 officials from the Metro/Traffic Police Department, one member representing Community Policing Forums in this project, and one member representing Business Against Crime South Africa in this project. Their responses are cumulatively presented, where there are similarities, and categorisation is done where there are differences based on the categories of people interviewed. Direct quotes from participants are used where certain sentiments are emphasised.

### **6.2.1 Specific Findings**

This section analyses and discusses the information that relates to the research objectives and research questions of the study that are contained in sections 1.4 and 1.5, respectively. To determine the extent to which the objectives are achieved and the research question answered. Broadly categorised into the implementation of safer cities in other countries, the implementation of safer cities in South Africa, the value of safer cities in crime reduction, challenges in the implementation of the Safer Cities Project, strategies in the implementation of the Safer Cities Project, and the legislative framework for the implementation of the Safer Cities Project.

#### ***6.2.1.1 The implementation of the Safer Cities Project in other countries***

Objective 1 and research question 1 explore how the Safer Cities Project is implemented in the cities of other countries, such as the United States of America, Malaysia, India, Australia, China, the United Kingdom, and Kenya, as contained in Chapter Four of this study. It is important to note that the findings in this section are based on the literature research, as no empirical study was conducted in other countries. An analysis of the literature from these different countries indicates that the main objective of implementing the Safer Cities Project is to reduce crime through the involvement of different role players. The modalities of doing this differ from country to country, but the use of technology such as closed-circuit televisions, improving streetlights in communities, neighbourhood watch programmes, Geographic

Information System for automated car tracking, and deployment of tracking devices in police vehicles, reducing police response time by enabling dispatchers to swiftly locate the nearest available police are the common features. The body-worn cameras for law enforcement officers, licence plate recognition systems, drones, and gunfire detection technology, enabling police analysts to pinpoint incidents swiftly and dispatch officers to the scene, are used in some countries.

#### **6.2.1.2 The implementation of the Safer City Project in pilot cities in South Africa**

Section 1.1 of this study indicated that the implementation of safer cities in South Africa supports the Community Policing Strategy, which is aimed at restoring relationships between the police, communities and various spheres of government to create safe and secure cities. The concept emphasises collaboration between local law enforcement and various stakeholders, with the leadership and ownership of the programme being transferred to local authorities. This model fosters a more community-driven approach to crime prevention, where key partners actively shape and execute the activities that drive the project's success. This understanding was also shared by research participants who indicated that the implementation leads to the meaningful working together of other role players with the police and security sector to deal with criminal activities. One participant from the Traffic Department emphasised: *"And that to me it is safer cities, you know, working together with other government departments, especially the security or police agencies, so that they are involved in a meaningful way"*. This was supported by another participant from the Municipality who believed that *"the Safer Cities Project involves the SAPS, Traffic officials and other stakeholders coming together to make cities safe by planning together and executing the plan through coordinated structures and a signed project plan that needs to be implemented"*. The literature highlights the importance of collaboration between local law enforcement and various stakeholders, with the leadership and ownership of the project shifting to local authorities. This shows that the project promotes a community-driven approach to crime prevention, where key partners actively shape and implement the activities that ensure the project's success.

To be manageable, the project is implemented in phases, namely the project initiation, planning, implementation and closure phases, which are well understood by participants. One participant from the SAPS explained this by stating: *“The project involves identifying deliverables that address challenges experienced by the community and implementing measures through a project plan to ensure they are addressed.”* As indicated in Section 4.3.5, ICCCs act as multi-layered decision-making platforms for organising disaster management, handling exceptions and administering city operations that are already established in the SAPS as an integrated approach to crime response.

Sections 2.6.3 and 4.2.4 indicate that CCTV cameras are installed in some areas of these cities to reduce crime through several mechanisms, such as deterring offenders who fear being identified as committing crimes, enabling law enforcement agencies to identify crimes in progress or recording incidents of committed crimes that serve as useful evidence in criminal investigation and prosecution. The value and importance of CCTV cameras in the Safer Cities Project were emphasised by all respondents, one of them indicating that *“hotspots were identified and overlay of CCTV cameras installed to see how we can make an impact in terms of creating safer cities”*. One participant from the Municipality extended this further by advocating a comprehensive approach to augment the efficiency of technological devices by stating, *“We need to incorporate technology such as CCTV cameras, transport systems, public safety app and street lighting and so on and ensure coordinate programmes that include the community, like your neighbourhood watches, youth and outreach programmes”*. This was supported by a participant from SAPS who stated that *“by employing technologies such as security cameras and crime mapping, we track and anticipate crime trends. This data-driven method guarantees law enforcement can respond more efficiently, resulting in safer cities for everyone”*. Another participant from the Municipality blends the use of technology with environmental design and stated: *“Improving urban spaces makes a significant difference. Enhancements like better lighting and well-maintained public areas reduce opportunities for crime. Designing cities to naturally deter criminal activity is a key focus of the project”*.

It is important to note that, for the Safer Cities Project in South Africa, those involved understand what needs to be done, the collaborations required, and the technologies that should be used to improve individual safety. Although the implementation is at different stages in each city, and technology is used in all of them, the extent of its use varies from city to city. Various devices are already in use, such as surveillance cameras, biometric systems, GPS tracking, Automated Vehicle Location and drones – there have been recent talks of acquiring body-worn cameras as mentioned in Section 4.3.6. The sentiment emphasised by the Civilian Secretariat for Police in Section 4.3.6 is that many technologies can be used to create safety and security; however, it is important to collaborate with other stakeholders to ensure effectiveness. Underscored by Anderes, Kanjo, Anwar, Kanlo, Johnson and Lucy (2021:2), the integration of technology significantly strengthens law enforcement within the Safer Cities Project. Figure 6.1 below indicates the implementation of the Safer Cities Project in South Africa.



**Figure 6.1: Safer Cities Project Implementation in South Africa**

Source: ATLAS.ti v 24

### **6.2.1.3 Exploration of the value of the Safer Cities Project in crime reduction**

Objective 3 and research question 3 were designed to explore the value of the Safer Cities Project in crime prevention. As indicated in Section 2.4, SAPS adopted the Safer Cities Project in order to fulfil its crime prevention mandate through a multidisciplinary and integrated approach to crime prevention, thus increasing the feeling of safety for

city dwellers. It aligns this project with its philosophy of community policing, which promotes active partnerships with the community to ignite collaboration and joint problem solving. This is based on the understanding of the Civilian Secretariat for Police Service (2022:1), which recognises that crime prevention requires a more holistic approach and should not be left to the police alone. All participants had a solid understanding of the value of crime prevention that the Safer Cities Project is designed to create, as clearly captured by one participant from the Municipality:

*I think that the safety project is an inclusive project aimed at reducing the causes of crime, whether it looks at primary crime prevention, secondary or tertiary crime prevention, and how we implement different methods toward achieving a safer city.*

One participant from SAPS gave a comprehensive statement:

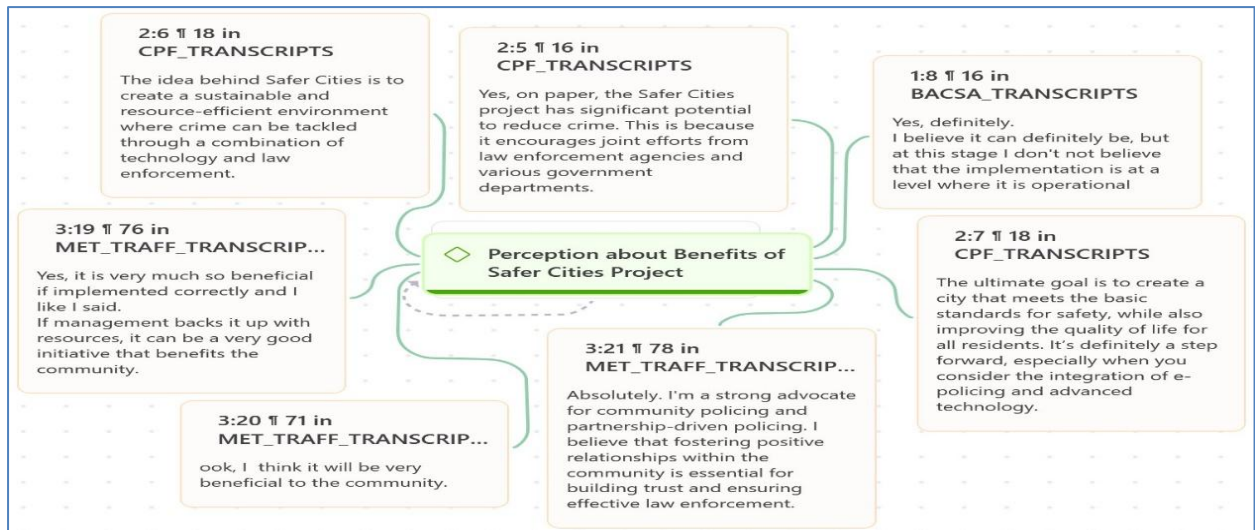
*The safer city initiative is focused on ensuring that citizens feel safe, whether they live in the city or are just visiting. This sense of safety extends to business owners as well, creating an environment where people can go about their daily lives without fear, even at night, with no incidents being reported.*

All participants indicated a clear understanding of the value that this project could have on crime prevention and the value of technologies such as CCTV cameras, as already indicated in Section 6.2.1.2 above. As indicated in Section 1.3, different cities are at different implementation phases, with Johannesburg, Tshwane, Rustenburg, Mangaung, Kimberley and Gqeberha at the planning phase; Cape Town, Polokwane and eThekweni at the implementation phase. During the interviews, it became evident that the variation in the phases across cities is attributed to a combination of factors, including resource availability, political support, project complexity, and external challenges. By understanding these factors, it is clear that cities in the planning phase are focused on setting up resources, coordinating with stakeholders, and making detailed plans, while cities in the implementation phase have already moved past these steps and are now putting their plans into action. The cities of Cape Town, Ethekwini, and Polokwane showed strong support for the project, which led to a resolution being passed by the respective councils. As a result, this project advanced further than those in other cities.

The safer city concept, as indicated in Section 2.5.4, is premised on objectives set out in the NDP for the creation of safer, violence-free communities for people wherever they may be in South Africa. It is supported by the ICVPS which emphasises the need for collaboration to combat crime in South Africa, as indicated in Section 2.5.7 of this study. The Safer Cities Project has been implemented to create crime-free cities and promote active citizenry to change the picture of crime in the hope of expanding the tourism industry. This was emphasised by one member of Business Against Crime South Africa who stated, *“Yes, definitely. I believe it can definitely be, but at this stage, I do not believe that the implementation is at a level where it is operational”*. This was supported by the participant from the Community Police Forum, who stated: *“Yes, on paper, the Safer Cities Project has significant potential to reduce crime. This is because it encourages joint efforts from law enforcement agencies and various government departments”*. They further explained:

*The ultimate goal of the Safer Cities Project is to create a city that meets the basic standards for safety, while also improving the quality of life for all residents, so it is definitely a step forward, especially when you consider the integration of e-policing and advanced technology.*

According to one participant from the Traffic Department and one from the Municipality, increased visibility in neighbourhoods shows the presence of safety and security personnel that deters criminal activity. This was supported by other members from the Traffic Department and Municipality, who stated that collaboration, bringing together law enforcement, local leaders and the community, tackles challenges effectively. They also highlighted the use of technology, such as CCTV cameras, that provide critical evidence for investigating and prosecuting offenders. These assertions were clearly noted by other participants from the Municipality and SAPS, respectively: *“Technology allows police to focus resources on identified hotspot areas, making law enforcement efforts more efficient”* and *“Well-established CCTV network covering every part of the city is key to fighting crime”*. These sentiments are congruent with Section 3.7 on critical success factors for the Safer Cities Project and Chapter Six, which indicates the successful implementation and value of the Safer Cities Project in other countries. Figure 6.2 below indicates the value or benefits of the Safer Cities Project.



**Figure 6.2: Perceptions about the benefit/value of the Safer Cities Project**

Source: ATLAS.ti v 24

As indicated in Section 3.3.7, it is essential to measure the project’s impact to assess whether the intended goals are positively affecting the community. This could include assessing the reduction in crime rates or conducting surveys to measure the community's perception of safety and security in the city. Most participants believed that the project has the potential to prevent crime or add value to crime prevention if it is properly implemented. This was captured clearly by the statement of one member of Business Against Crime South Africa, who stated, “*Yes, definitely, I believe it can definitely be, but at this stage, I do not believe that the implementation is at a level where it is operational*”. This was supported by a member of the Community Police Forum who stated that “*yes, on paper, the Safer Cities Project has significant potential to reduce crime. This is because it encourages joint efforts from law enforcement agencies and various government departments*”. While these views recognise the project’s robust design, they highlight that its effectiveness relies heavily on proper execution and the coordination of different sectors. A statement from one member of the municipality suggested a positive outlook on the project's long-term impact, provided it is correctly implemented: “*Look, I think it will be very beneficial to the community*”.

Other participants indicated that the installed CCTV cameras help identify stolen vehicles in the city, making it easier for the police to track them, one of the benefits of the Safer Cities Project. Another is collaboration with other sectors which leads to the effective and efficient use of resources, as it reduces duplication of activities. A participant from the Municipality elucidated this by stating, *“Our CCTV cameras are jointly managed and we interpret these apps together with Metro police and disaster management”*.

Some participants indicated that collaboration efforts with role players increase law enforcement capacity by creating law enforcement visibility. Availability of law enforcement officers on the ground enables the community to interact with them and inform them of criminal or antisocial activities, which are addressed quickly. Increasing community trust in the criminal justice system helps people feel safer in cities. People often avoid city centres due to crime and poor infrastructure, and prefer visiting shopping complexes where they feel safer. Police participants also mentioned that identifying hotspots through CCTV cameras and crime mapping helps them conduct focused patrols that have a positive impact on crime levels in the cities. Some of these sentiments are expressed by participants:

*By seeing law enforcement working together, it reflects more boots on the ground, and communities feel more comfortable sharing information with the police. (Traffic Department)*

*It helps make our neighbourhoods safer by improving things like lighting and public spaces, which makes it harder for crime to happen. (SAPS)*

*One key impact is that it increases community trust because when people feel safe, they are more likely to engage with law enforcement and report crime. (CPF)*

*Over the years, many people have stopped coming into city centres, most people just go to malls now because they feel safer there. (Traffic Department)*

*Tourists feel more comfortable visiting places that look well-maintained and secure, which boosts local businesses. (Traffic Department)*

One of the participants from SAPS concluded by stating that “we don’t just patrol all over, we patrol identified areas based on shared information, using all available public cameras”.

This indicates that the Safer Cities Project has numerous benefits in the fight against crime due to fostering collaboration and the intense use of technology, thus improving safety, building community trust, and increasing crime awareness. This affirms the value of the Safer Cities Project in some countries where this project has been implemented, as indicated in Chapter Four. According to Singh, Smit and Kempen (2022), advanced surveillance systems, predictive analytics, and data-driven policing enable law enforcement agencies to anticipate and respond to criminal activities more effectively. Figure 6.3 below indicates the different variables that constitute the Safer Cities Project and positively impact the quality of life in cities.



**Figure 6.3: Impacts of Safer Cities Projects**

Source: ATLAS.ti v 24

#### **6.2.1.4 Challenges in implementing the Safer Cities Project**

Objective 1.4.4 and research question 1.5.4 were designed to identify the challenges in implementing the Safer Cities Project to ensure that the challenges encountered are well documented to inform future implementation in other areas. As indicated in Section 3.6, although the Safer Cities Project aims to create safer cities, like any other project, it does pose challenges for stakeholders, and some of these major obstacles need to be removed for its successful implementation. These challenges can broadly be categorised as a change in government, reluctance to upgrade ageing technological systems, a lack of commitment from stakeholders, financial constraints and accountability.

**A change in government:** This could lead to the stagnation of the project if the new leadership is not committed. These sentiments were echoed by a participant from the SAPS, who stated: *“There is a lack of political will. Remember, when we want to present this project to the executive mayors or their representatives, they are very, very difficult”*. Another participant from the SAPS reiterated by stating: *“We should try to get long-term support from the political leaders, relationship with leaders across all political parties and keeping communication open will help reduce delays caused by political changes and disagreements”*. This articulation is consistent with Daniel (2018), who believes that political infighting and coalition-building for power have undermined public service delivery in municipalities.

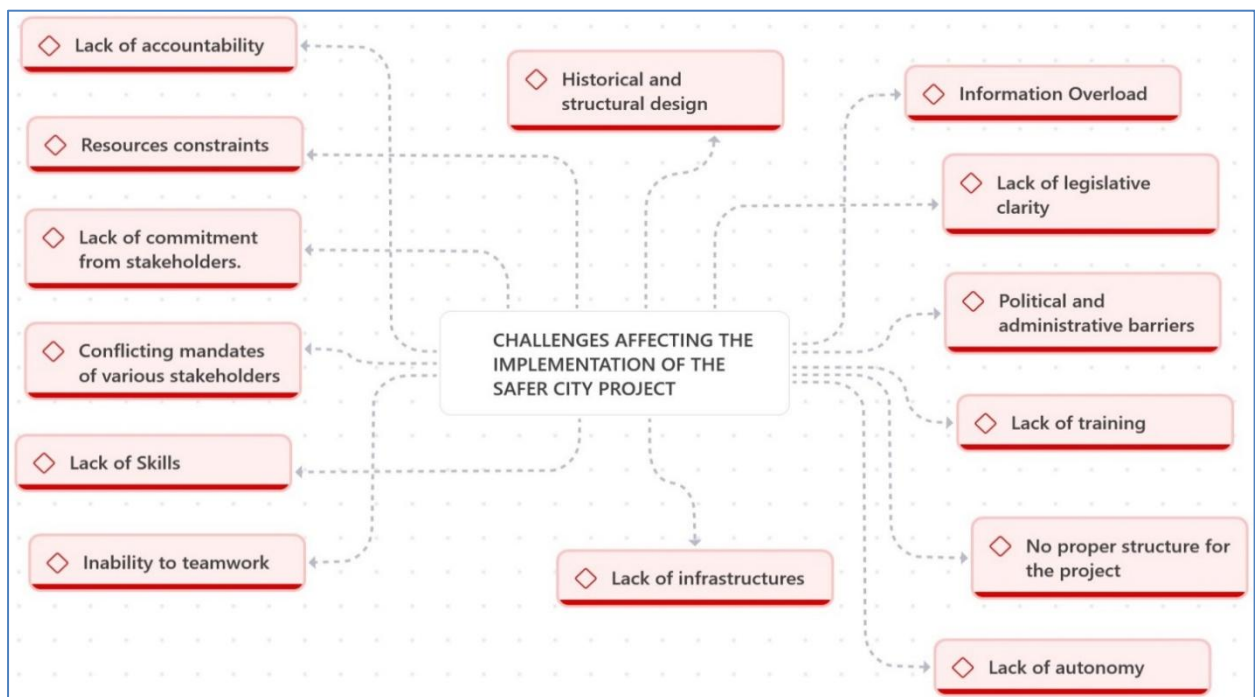
**Reluctance to upgrade ageing technological systems:** This is mainly due to financial constraints and people’s reluctance to adapt to new approaches such as the use of drones, which is a modern approach to addressing intricate safety and security challenges. To use these new approaches, the police need to be well-equipped and trained to use this technology efficiently. This can be inferred from the response of one member from the Traffic Department who stated: *“A lack of the necessary skills within the team has posed a challenge in implementing certain aspects of the project”*. Most participants stated that the integration of technology, community partnerships, and a focus on quality of life creates a synergistic approach to urban safety.

**A lack of commitment from stakeholders:** As indicated in Section 3.6, garnering the support and endorsement of all stakeholders to develop an integrated Safer Cities Project plan is integral to its successful implementation and execution; it translates into tangible actions, such as informed decision making and active participation in the project. One participant from the SAPS emphasised this by stating: *“Some stakeholders still don’t know how to work together because they also have their own jobs and responsibilities that they have to do”*. Sentiments that were supported by one participant from the Municipality who stated that *“ensuring that all parties are fully engaged and accountable is an ongoing challenge”*. Some participants from the SAPS and the Traffic Department described the commitment and participation of some stakeholders in the Safer Cities Project as inconsistent. They indicated that some stakeholders send different people to the project meetings, many of whom do not have a background in the project or understand its objective. On the other hand, people who have been involved in the project from the beginning do not attend the meetings regularly, which means they miss any agreements made at previous meetings, frustrating the other members who are consistently involved in these meetings. This was emphasised by a member of the Traffic Department: *“For this project, I did not see commitment from stakeholders. You see this person in the meeting, the next time you see another person, and some of these people don’t even know why they are there”*. Another member from the SAPS highlighted the challenge of people not being fully deployed in the project by stating: *“People who are appointed in the project work on a part-time basis and this is not effective as they still had to do their normal day-to-day work”*. Lack of commitment also highlights the challenges of fluctuating stakeholder involvement and its negative impact on the project’s continuity and effectiveness. This aligns with the findings of Jeffery (2009), who stresses the importance of commitment from stakeholders during the consultation phase to define expectations and objectives clearly for the project.

**Financial constraints:** Budgetary restrictions pose a significant challenge to the Safer Cities Project and could impede the achievement of the project’s deliverables as indicated in Section 3.6.4. The importance of finance was emphasised by one participant who mentioned: *“Stakeholders need to work together and put all their commitment and skills into ensuring that challenges such as resources and budget*

are addressed". Another member of the SAPS stated that "they don't want to commit as they also have budget cuts and resource constraints".

**Accountability:** Participants across all categories shared the same view that the lack of accountability is a perennial challenge in Safer Cities Projects. They highlighted challenges posed by inconsistent accountability and the impact it has on the project's success. This is congruent with the findings of Karlson (2020), which indicate that governance institutions are responsible for ensuring accountability and managing the project's results. One member of the Municipality, supported by another member of the SAPS, emphasised this by stating: "Ensuring that all parties are fully engaged and accountable is an ongoing challenge," the other stating that "They are doing a lot, but in terms of accountability, they lack". Figure 6.4 indicates some of the common challenges that are encountered in implementing the Safer Cities Project.



**Figure 6.4: Challenges in implementing Safer Cities Project**

Source: ATLAS.ti v 24

### **6.2.1.5 Identification of effective strategies for implementing the Safer Cities Project**

Objective 5 and research question 5 deal with identifying effective strategies for implementing the Safer Cities Project. This was grounded on the need for SAPS to develop various strategies and interventions to address criminal issues to ensure that their mandate is carried out, as noted in Section 2.5.1. Section 1.3 clearly highlights that the rising murder rate suggests that current police strategies are ineffective, underscoring the need for new approaches. This insight also led to the creation of a collaborative and integrated strategy aimed at reducing crime in identified cities. In addition, it is important to note that the Safer Cities Project aligns with various policing strategies designed to reduce crime across South African cities, as outlined in Section 3.7.

Sections 2.6, 3.2, 3.3.1, 3.3.3 and 4.1 of the literature study indicate the essential approaches/strategies that are crucial for the successful implementation of the Safer Cities Project, such as alignment with various policing strategies that aim to reduce crime; establishment of key strategic stakeholders; appointment of a steering committee to make strategic decisions; adapting strategies that suit the unique contexts and challenges of a city; and acknowledging that crime prevention is a multifaceted endeavour that requires ongoing cooperation and innovation. Most participants emphasised collaboration between different organisations to assist each other in using technology and information sharing between law enforcement agencies as a key strategy for the Safer Cities Project. This point was emphasised by the participant from Business Against Crime South Africa:

*What we are currently trying to enhance or improve on the safer city initiative is the use of the CCTV camera system to see where incidents are happening and artificial intelligence linked to the cameras to assist with the automated number plate recognition. As soon as any incident occurs, we can go back into the history to see exactly what happened in the specific area where the cameras are situated.*

These sentiments were supported by participants from all categories interviewed in the quotes below:

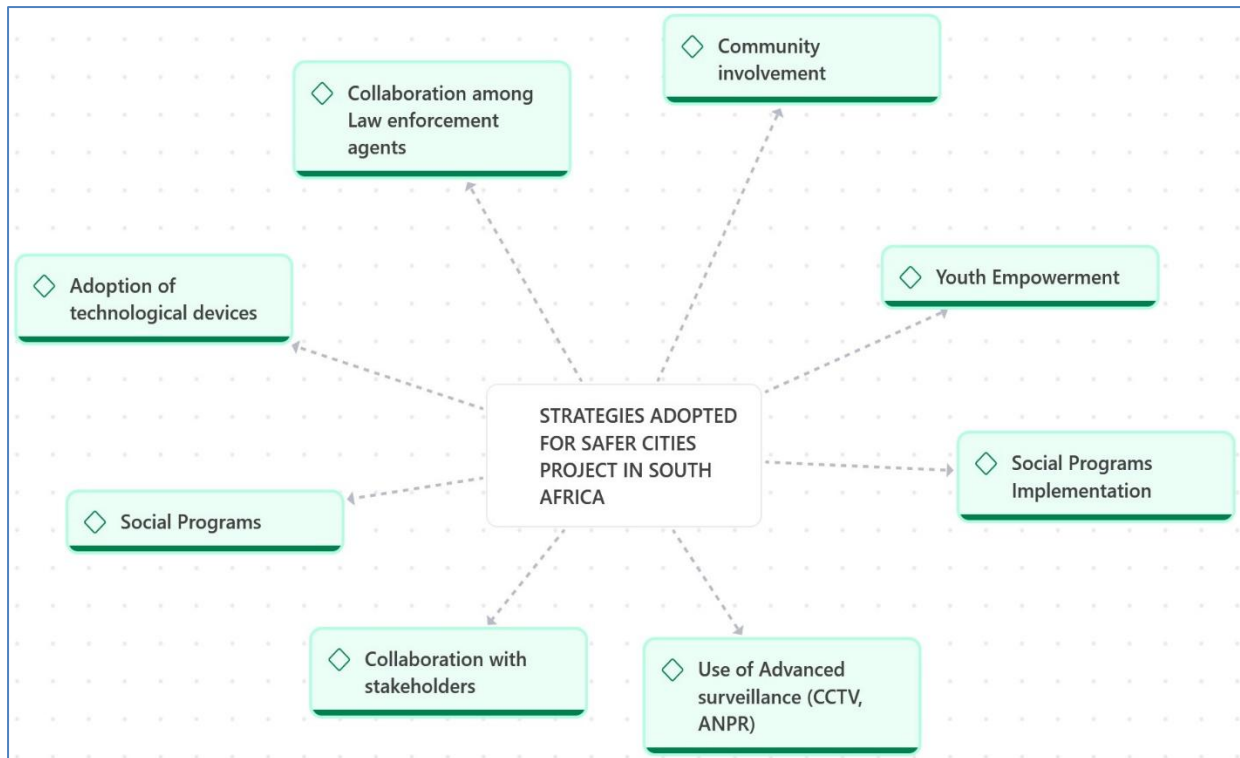
*The use of technology such as surveillance cameras as well as crime mapping and data analysis enables effective and targeted law enforcement operations. (BACSA)*

*It also assists to have visibility 24/7 to combat the theft of the infrastructure in the town through technologies such as CCTV cameras and drones. (SAPS)*

*Using technologies such as surveillance cameras and crime mapping allows us to monitor and predict crime patterns. This data-driven approach ensures that law enforcement can respond more effectively, making our cities safer for everyone. (SAPS)*

*The Safer Cities Project has an operational work stream that works on safety and security issues such as the police and the traffic departments that conducts operations and roadblocks in hotspots areas to reduce crime and increase police visibility. (SAPS)*

As indicated above, various strategies of safer cities that include, among others, technological advancements, collaboration among law enforcement and stakeholders, community involvement, social programmes, advanced surveillance systems, and youth empowerment are essential for the implementation of the Safer Cities Project. Figure 6.5 below indicates some of the strategies that are encompassed in the Safer Cities Project.



**Figure 6.5: Strategies that encompass the Safer Cities Project**

Source: ATLAS.ti v 24

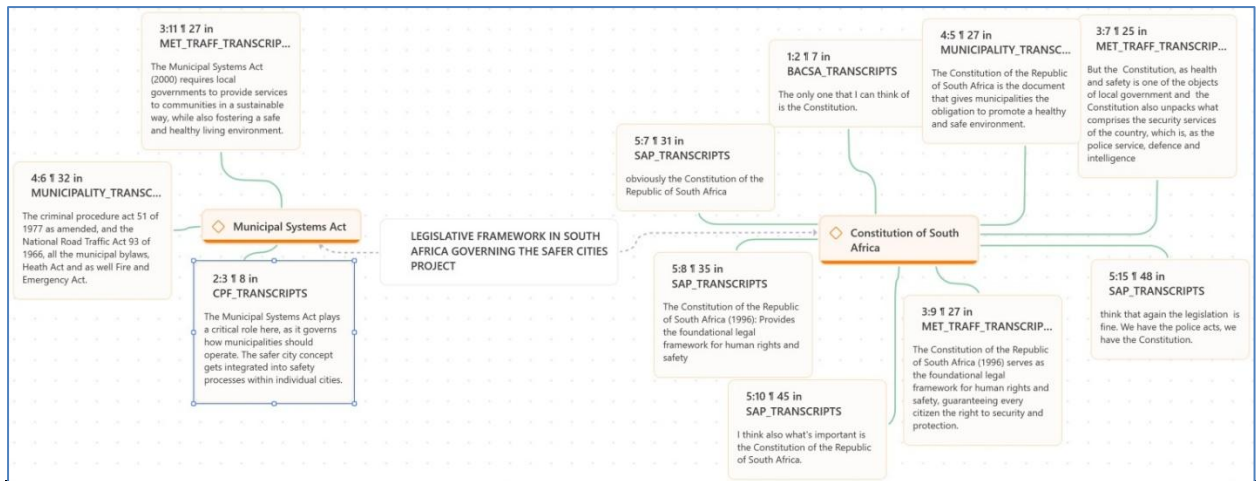
### **6.2.1.6 Legislative framework for implementing the Safer Cities Project**

Research question 2 investigates the legislative framework required for the successful implementation of the Safer Cities Project. This was investigated as a project of this magnitude will need to be grounded in a sound legislative framework that will enable all stakeholders to carry out their functions. The literature review has a plethora of legislation and policies at the national and local levels that support the implementation of the Safer Cities Project, which are depicted in Figure 6.6 below. As indicated in Section 2.5, some of the legislation and policies that advocate collaborative responsibility and technological use are:

- The Constitution of the Republic of South Africa empowers the police to prevent and combat crime, thus enabling them to develop crime prevention strategies and interventions at the national, provincial and local levels.
- The SAPS Community Policing Strategy enhances active citizen participation as a key pillar to implement the Safer Cities Project.

- The NDP requires the government to create safe environments that recognise that crime prevention requires a more holistic approach and should not be left to the police alone.
- A clear linkage of the safer city concept to the NCPS, the NCCS and the Urban Renewal Programme.
- The White Paper on Policing advocates that policing in the 21st century embrace technology and stakeholder participation to support a democratic style of policing. It emphasises engagement with various stakeholders in the fight against crime to harness valuable information and resources in order to address the root causes of criminal activities effectively.
- The White Paper on Safety and Security makes provision for effective planning and the development of crime prevention programmes to allow citizens to feel safe in their respective areas. It offers a clear policy framework for applying a comprehensive, multifaceted approach to the safe cities concept.
- The ICVPS is based on the understanding that crime prevention cannot be achieved by only one stakeholder due to its complexity, which requires a multifaceted approach.
- Municipalities obtain their safety and security approaches from various policies that indicate an integrated approach in promoting socioeconomic development and crime prevention, such as the DDM that addresses service delivery issues at a local level through an integrated approach by a range of stakeholders. The Safer Cities Project is aligned with this approach as it promotes an integrated approach to dealing with safety and service delivery matters.

Despite all these legislations and policies, some participants still decried the absence of clear legislative frameworks and interdepartmental agreements as significant barriers to the project's implementation. This was captured by a participant from Business Against Crime South Africa who stated, "*There is a need to have some sort of a memorandum of understanding at least at that level to say that this is what we will implement*". It is not clear whether these participants were not familiar with the above legislation and policies or regarded them as inadequate for the success of this project, or simply want customised policies for this project.



**Figure 6.6: Legislative framework in South Africa governing the Safer Cities Project**

Source: ATLAS.ti v 24

### 6.2.2 General Findings

Apart from the specific findings that addressed the research objectives and research questions, themes emerged that were crucial to understanding the implementation of the Safer Cities Project. It is important to address these themes, which are now categorised as general findings, namely training and skills gaps and resource constraints.

Observing the technical team during their meetings allowed the researcher to see how they discussed challenges, coordinated tasks, and made decisions in real time. These observations provided insight into the team’s practical approaches to implementing the project, their problem-solving strategies, and the dynamics of collaboration among stakeholders. By noting their determination, commitment, and awareness of constraints, such as part-time involvement and resource limitations, the researcher could better evaluate how these factors influenced the overall implementation and effectiveness of the Safer Cities Project.

### **6.2.2.1 Training and skills gap**

Of the 32 project members interviewed, 12 received informal training on the project, 12 did not receive training at all, while only eight members were formally trained. Formal training in Safer Cities Projects refers to structured programmes led by experts with knowledge (Birgit, 2020). For Safer Cities Projects, the training focuses on urban safety, crime prevention, community policing and partnership policing. Both SAPS and municipalities conduct training on the project's approach. Birgit (2020) explains that informal training refers to unstructured and less formal learning that occurs through community engagement, on-the-job training, shared experiences, peer learning, or mentorship. Based on real-world experiences and insights from participants, there is a need for training that aligns with the understanding and approach team members will adopt, ensuring they are well-equipped to handle their responsibilities without deviating from the project's objectives.

The need for training on the project was clearly highlighted by one participant from the Traffic Department, who stated, "*There is no training, and the person who came up with the concept did not call all the leaders together to drive the concept*". Ongoing training ensures that those involved in the project are equipped with the necessary skills and knowledge to address evolving safety challenges. This indicates the expectation that members of the project had on how they could have been capacitated to be able to manage this project better. The need for capacitation is also tied to the skills required for the project, as some members pointed out a gap between their current abilities and the tasks they were expected to perform.

Some participants identified the lack of required skills among team members as a significant challenge, particularly for tasks that demand specialised expertise. This issue is especially crucial considering that the steering committee must make strategic decisions for the safe city initiative, as discussed in Section 3.3.1, while the project team is responsible for coordinating and executing project tasks to achieve the deliverables, as outlined in Section 3.3.2. Highlighting the skills gap, a member of the Traffic Department noted, "*The lack of necessary skills within the team has posed a challenge in implementing certain aspects of the project*". As emphasised by Steyn et

al. (2016) in Section 3.7, having individuals with the right skills and knowledge is vital for overcoming the challenges that may arise during project implementation.

#### **6.2.2.2 Resource constraints**

Resource constraints are a challenge in the proper implementation of any project, so the Safer Cities Project is not an exception. The availability and proper allocation of resources can be used to address skills and training gaps, thus ultimately contributing to the achievement of the project's objectives as indicated in Section 3.6.4. As indicated in Section 3.2, the overall goal of the safer city initiative is to bring together a range of skills, experience, and resources from various stakeholders such as law enforcement, community leaders, and civic organisations to ensure that citizens living in the city are safe. This is consistent with the DDM that emphasises collaborations to address the lack of resources and budgets that are critically needed to address the needs of the community, as indicated in Section 2.5.8.

According to the participants, funding is one of the most significant barriers to implementing the Safer Cities Project. They highlighted that securing adequate funding is essential to addressing the critical resources needed for the project's success. This was emphasised by one participant from the municipality: *"I think at the end of the day, the biggest challenge is resources because you do need resources to do the level of work required"*. This was supported by other participants who noted that adequate funding is not only crucial for procuring necessary equipment, such as surveillance systems and communication tools, but also for sustaining long-term initiatives, including community awareness and training. Without sufficient resources, other solutions, such as establishing structured systems or dedicated project teams, become difficult to achieve. As indicated in Section 3.6.4, Pillay (2017) attributes the lack of resources largely to pervasive corruption, which has become a significant challenge in South Africa. A participant from the Municipality stated that *"stakeholders need to work together and put all their commitment and skills into ensuring that challenges such as resources and budget is addressed"*. A participant from the SAPS stated that *"they are doing a lot but in terms of accountability they lack"*.

Participants from SAPS and the Municipality largely decried inadequate funding and limited technological tools as critical issues affecting the project's implementation. One vented by stating that *"our biggest problem is finance. Every sector of government has had budgets cut,"* while another vented by stating, *"Currently, there is only a limited number of camera systems that are monitored"*. These responses highlight the significant impact of budget cuts and technological limitations on the ability to execute the project effectively. This concern is consistent with the sentiments articulated by Glass and Newig (2019) in Section 3.4.2, who argue that the careful allocation of resources is crucial for enhancing safety and operational efficiency. Louw (2004) in Section 3.6.4 highlights the importance of forging partnerships among stakeholders, noting that shared budgeting can lead to mutual benefits and more effective use of limited resources. This was articulated by a participant from the Municipality who stated that *"I think at the end of the day, the biggest challenge is resources because you do need resources to do the level of work required"*.

### **6.3 CONCLUSION**

The chapter provided the research findings and analysis of such findings. It provided a rationale on why the Safer Cities Project is implemented in South Africa and other countries, as well as indicating that the modalities of implementation differ from country to country, but the use of technology such as closed-circuit televisions, improving streetlights, neighbourhood watch programmes, Geographic Information System and deployment of tracking devices in police vehicles seems to be already utilised in most cities in different countries. The use of some technology, such as body-worn cameras by law enforcement officers, licence plate recognition systems, drones, and the detection of gunfire, seems to be largely used in most developed countries, which could be attributed to the technological development in the country and its financial wellbeing in terms of its resources.

The findings of the study were presented in the context of previously stated research objectives and research questions to finally indicate whether the research aim of the study was achieved. The detailed indication of how individual research objectives were achieved and how sub-research questions were answered indicates how the aim of the study, which was to evaluate the implementation of the Safer Cities Project in

South Africa, was achieved. This included answering the main research question on how the Safer Cities Project is implemented in South Africa. Lastly, the general findings on some of the salient features were highlighted in this study to provide a comprehensive understanding of the implementation and challenges of the Safer Cities Project.

## CHAPTER SEVEN: CONCLUSION AND RECOMMENDATIONS

### 7.1 INTRODUCTION

This chapter presents a comprehensive summary of the study and the conclusions derived from the evaluation of the Safer Cities Project in South Africa. It reflects on the various dimensions of the project's implementation and its impact. Based on the study's findings, the chapter offers a series of recommendations aimed at improving the execution and evaluation of the Safer Cities initiative in South Africa. These recommendations consider all the critical aspects identified throughout the research. The researcher employed in-depth phenomenological individual interviews to gain a deeper understanding of people's experiences and perceptions of the Safer Cities Project. This qualitative approach provided valuable insights into how individuals engage with and view the project's efforts in creating safer urban environments.

### 7.2 OVERALL STUDY SUMMARY

**Chapter One** provided the background and context for the research, focusing on the Safer Cities Project in South Africa. It outlined the project's goals, scope, and impact on urban safety, detailing the research methods used to evaluate its establishment and effectiveness. The chapter also discussed the problem statement, citing crime statistics from the identified cities' police stations. It explained the factors influencing the project's development and described how the study assessed its challenges, successes, and areas for improvement. In addition, phenomenological interviews were used to gather data on participants' experiences. The geographical focus was on the 10 identified cities in South Africa that have initiated the Safer Cities Project. Furthermore, the significance of the study was highlighted, emphasising its theoretical framework and how it contributes to understanding urban safety interventions. The chapter wrapped up by providing a brief outline of how the study would unfold in subsequent chapters, followed by a concise summary of the key points covered in that chapter.

**Chapter Two** discussed key crime prevention issues in South African cities, focusing on the current state of crime and its impact on urban safety. It explored the development of the Safer Cities Project, outlining its goals and objectives in addressing crime and improving safety. The chapter also highlighted policy linkages to the Safer Cities Project, showing how existing policies support or align with the project's aims. The chapter also covered various crime prevention approaches used to implement the Safer City initiative, detailing strategies and practices put in place to reduce crime and enhance public safety in South African cities.

**Chapter Three** focused on the implementation of the Safer Cities Project in South Africa. It outlined the approach taken to implement the project, emphasising the critical components essential to its success. The chapter discussed the role of technology in supporting the Safer Cities initiative, highlighting how it is used to enhance urban safety. It also detailed the objectives of the Safer Cities Project, focusing on the key goals aimed at improving crime prevention and public safety. The chapter also addressed the challenges encountered during the implementation process, while also identifying critical success factors that contributed to the project's effectiveness.

**Chapter Four** showcased South Africa's Safer City initiatives with international examples, offering insights into best practices and successful models from other countries. This international perspective serves as a benchmark in the study's conclusion, helping to recommend strategies that could enhance the effectiveness of the Safer Cities Project in South Africa.

**Chapter Five** outlined the research methodology used to answer the research questions and achieve the study's aims and objectives. It described the qualitative approach chosen to evaluate the implementation of the Safer Cities Project in South Africa, emphasising the use of phenomenological individual interviews to gain in-depth insights into participants' experiences. The chapter detailed the steps followed, including participant selection and the ethical treatment of those involved. It also explained the data collection process and how the findings were analysed to address the research questions. The study adopted a social constructivist perspective, focusing on how individuals perceived their experiences in the context of urban safety. Strategies like member checks and triangulation were used to ensure trustworthiness,

with ethical considerations integrated throughout the research process to maintain integrity and credibility. The chapter concluded by emphasising the importance of trustworthiness in the research process.

**Chapter Six** presented the empirical findings, providing analysis and discussions derived from the interviews and document analysis and the desktop findings from the literature reviews. Themes and sub-themes were identified through Atlas.ti 24 software. The analysis helped make sense of the information collected, providing a clear understanding of the research findings. The interpretation of the research findings was based on the research aim, objectives and questions, using verbatim responses from participants to support the discussion and ensure a thorough understanding of their experiences and perspectives. The findings from this chapter form the foundation for the conclusion, which is aligned with the research objectives to justify the study's recommendations.

**Chapter Seven** concludes the study by offering a summary, key conclusions, and recommendations. It also examines the contribution to new knowledge, outlines the study's limitations, and considers the practical implications of the findings. The chapter emphasises the most significant results, their impact on future research, practice, and policy, and suggests areas for further exploration to improve the Safer Cities Project and crime prevention efforts.

### **7.3 STUDY CONCLUSIONS**

The research design and methodology used for evaluating the Safer Cities Project in South Africa were aligned with the study's aim and objectives, ensuring a comprehensive assessment of its effectiveness. A qualitative research approach, underpinned by a phenomenological research design, facilitated the gathering of in-depth insights into the lived experiences of stakeholders involved in or affected by the project. The researcher used semi-structured one-on-one interviews, document analysis and literature reviews as key data collection methods. The semi-structured interviews allowed participants to express their perspectives on the Safer Cities Project, highlighting both its successes and areas for improvement.

Open coding was applied using ATLAS.ti v24 software to analyse the collected data, enabling the researcher to systematically identify and categorise key themes and sub-themes related to the project's impact. Key strategies, such as constant comparative analysis, were employed to refine the findings and ensure the accuracy and depth of the results. This approach was further validated by involving participants with substantial knowledge of the Safer Cities Project, including local authorities, community representatives, business forum representatives, and law enforcement personnel, strengthening the credibility of the findings.

The analysis revealed several important themes related to the effectiveness of the Safer Cities Project, including its role in improving community safety, enhancing urban infrastructure, and increasing police visibility in high-risk areas. It also identified the challenges faced in implementing specific strategies, such as resource constraints and coordination difficulties between various stakeholders. Moreover, the study emphasised the importance of collaboration between government agencies, law enforcement, and communities in fostering a safer environment. The findings further indicated that while some initiatives showed promising results, others required continuous adaptation to address evolving security challenges.

The findings revealed that the Safer Cities Project is being implemented in South Africa to address the safety and security issues faced by the community. This was further substantiated by the participants who had knowledge about the Safer City concept. The data gathered in the study highlighted that the Safer Cities Project is a collaborative, multidisciplinary approach that requires all stakeholders to work together to address crime and safety issues. In particular, the study underscored the significance of community engagement and ongoing communication with local residents to ensure that the project remains responsive to their needs and concerns. The project's success was also closely tied to the development of sustainable partnerships and a unified approach to urban safety.

The findings also revealed that other countries are implementing the Safer Cities Project using technology and other strategies to address safety and security in cities, and the initiatives in place are yielding results. The comparison of these international

projects provided noteworthy insights and knowledge that South Africa can use in the implementation of its own Safer Cities Project.

The main finding that emerged from the study is that the Safer Cities Project, particularly in the 10 identified cities in South Africa, faces numerous challenges, as revealed in Chapter Six. Ultimately, these challenges prevent the effectiveness of urban safety initiatives and the use of technology that supports the development of safer, more resilient communities. The researcher argues that these challenges pose significant integrated barriers that ultimately affect the operationalisation of the concept. Therefore, the researcher recommends that the study's suggestions be considered to give impetus to and advance the Safer Cities Project.

All stakeholders must commit to the Safer Cities Project to jointly address and tackle the issues that can make the city a safer place. The project's success was also closely tied to the development of sustainable partnerships and a unified approach to urban safety. Training and engagement with stakeholders will help them understand the importance of the project and ensure that a unified plan is in place for its successful implementation. Moreover, the study findings provide more insights for the implementers of the Safer Cities Project. The integrated project plan (see Section 3.3.2) regarding how the implementers can collaborate will ensure that partnerships are cemented and the project is successfully implemented.

The finding under objective one examined the implementation of the Safer Cities Project across various international settings, emphasising the diverse strategies adopted to enhance urban safety. The findings revealed that the project's success often hinges on local needs, available resources, and the level of community engagement. This indicates that a successful Safer City initiative is achieved through combining advanced technologies, such as surveillance cameras, predictive analytics, facial recognition and strong community partnerships. This integrated approach has contributed to significant reductions in crime rates.

Participants highlighted the critical role of technologies like CCTV, number plate recognition, facial recognition, and Geographic Information System in improving the effectiveness of safety programmes. Overall, the international case studies and participants' insights demonstrate that a coordinated, technology-driven approach,

combined with community collaboration, is essential for the Safer Cities Project's success. These findings emphasise the importance of a context-specific approach that accounts for local needs, resources, and cultural factors, offering valuable lessons for the urban safety initiative's continued advancement globally.

The findings under objective two focused on evaluating the implementation of the Safer Cities Project across the 10 identified pilot cities in South Africa. The findings reveal that successful project implementation requires strong stakeholder involvement, with consistent emphasis on the importance of securing council support and clearly identifying the members responsible for driving the initiative. Securing council approval and ensuring key project members' involvement are critical to ensuring effective execution.

A key theme emerging from the data was the project's governance structure, which is managed by a technical committee overseeing daily operations. The central role of the steering committee in decision making is essential, highlighting the necessity of centralised coordination for maintaining progress. In addition, to ensure that objectives are met, the importance of accountability and monitoring was emphasised. Regular progress assessments, cost evaluations, and a dedicated team to evaluate project completion are vital to the project's success.

Despite a well-structured management approach, several challenges were identified during the implementation. Political factors, such as delays in council resolutions and a lack of political will, were significant obstacles. Political infighting and slow decision-making processes often delayed the project's progress. The importance of risk management was also underscored, showing the need for identifying risks and establishing clear deliverables to mitigate challenges.

These challenges align with key project governance theories, which suggest that an inclusive framework, integrating management systems, rules and organisational structures, is vital for effective decision making. The involvement of local governments and law enforcement agencies in initiating and executing the Safer Cities Project is essential to ensuring success. Coordination and data-sharing platforms are key to overcoming challenges, such as political delays and resource misallocation. Furthermore, while legislative frameworks are necessary, gaps in enforcement and

political commitment continue to present challenges. Strong community partnerships, political commitment, and a multi-agency strategy are essential for the project's success. Collaboration across various stakeholders is crucial to ensuring city safety.

Overall, the findings from this evaluation provide valuable insights into the Safer Cities Project's implementation, highlighting the importance of effective coordination, governance, and stakeholder collaboration. However, it also underscores the need to address challenges such as political commitment, risk management, and enforcement gaps to improve the project's effectiveness and ensure its long-term success in achieving urban safety outcomes.

The findings under objective 3 sought to explore the contribution of the Safer Cities Project to crime reduction and reveal both optimism and caution regarding its effectiveness. Many participants recognised the project's potential in reducing crime, particularly through integrating technology and enhancing collaboration between law enforcement agencies, local communities, and other stakeholders. The use of tools like CCTV and predictive policing was highlighted as key to improving police response and resource efficiency. In addition, the importance of community engagement was emphasised, with participants noting that building trust and fostering positive relationships between law enforcement and residents is critical for the project's success.

However, several challenges were identified in relation to the current implementation of the Safer Cities Project. Participants expressed concerns about the adequacy of resources, proper management, and the need for more efficient and sustainable implementation. While the project has significant promise, its ultimate impact on crime reduction depends on overcoming these challenges and ensuring the strategies are effectively operationalised. In conclusion, while the Safer Cities Project shows potential in contributing to crime reduction, its success is contingent upon addressing key issues of resource allocation, community trust, and the operational execution of its strategies.

The findings under objective 4 of this study aimed to identify the challenges affecting the implementation of the Safer Cities Project. The analysis revealed that the project's execution has been hindered by a range of interconnected problems primarily related to governance, infrastructure, resources, political dynamics, and stakeholder coordination.

One of the most significant challenges identified was conflicting responsibilities and unclear authority lines among stakeholders. Complex authority structures and overlapping mandates have contributed to delays and inefficiencies in the project's implementation. This lack of clarity in roles and responsibilities has hindered effective coordination, leading to fragmented efforts.

The study also highlighted the issue of insufficient collaboration among stakeholders. The lack of a coordinated approach has led to fragmented efforts, with stakeholders working in isolation rather than as part of a unified team. This has been exacerbated by some stakeholders' lack of accountability and insufficient commitment, making it difficult to maintain momentum and achieve project objectives.

Infrastructure deficiencies were another key challenge identified. Problems such as malfunctioning streetlights and poorly maintained public spaces contribute to insecurity and create an environment conducive to crime. The failure to address basic infrastructure needs limits the project's effectiveness and undermines its goal of creating safer urban spaces. The absence of a dedicated budget and limited resources has further complicated the implementation of the project. The lack of financial support and resource allocation has restricted the ability to tackle infrastructure matters and implement safety measures effectively.

A critical challenge was the lack of a clear legislative framework to guide the project's implementation. Without formalised policies or agreements between stakeholders, the project has struggled to gain traction. The absence of binding commitments has hindered the steering committee's ability to allocate resources and ensure coordinated action. Finally, political and administrative barriers have posed significant obstacles. Diverging political priorities and leadership at different levels of government have created tensions, complicating efforts to ensure alignment and collaboration across the various sectors involved.

In conclusion, the challenges facing the Safer Cities Project are multifaceted and complex, requiring systemic reforms, better stakeholder coordination, improved infrastructure, and a clear legislative framework. Addressing these challenges will be essential for the project's successful implementation and the achievement of its objectives.

The findings under objective five, which aimed to identify effective strategies for implementing the Safer Cities Project, highlight the importance of collaboration, technological advancements, and a tailored approach to address each city's unique challenges. Key strategies for success include aligning the project with existing crime prevention efforts, fostering partnerships among stakeholders, and using technologies like surveillance cameras and artificial intelligence for crime monitoring.

A collaborative effort among law enforcement, local authorities, and communities is essential for the project's success. In addition, effective crime prevention relies on data-driven approaches, such as crime mapping and analysis, which enable more targeted responses. However, challenges such as insufficient legislative frameworks, unclear interdepartmental agreements, and resource constraints hinder the project's implementation.

Moreover, gaps in training and skills were identified, with some team members lacking formal training, which impacts their ability to manage the project effectively. Resource constraints, especially in funding and technology, were also cited as significant barriers to progress. Several stakeholders emphasised the need for better coordination and shared resources to address these challenges. Ultimately, overcoming these issues and ensuring proper execution will be crucial to the project's success in enhancing safety and preventing crime.

#### **7.4 STUDY RECOMMENDATIONS**

According to Zaid and Tsagem (2022:8), recommendations suggest actions needed to address the issues identified in the study that offer practical steps based on the findings to guide future decisions or actions. The recommendations were developed by considering key themes that relate to the study's goals and objectives and incorporating insights from the reviewed literature and the data collected from

participants during the interviews. Based on the study's findings, the following recommendations are made to address the identified shortcomings/challenges.

#### **7.4.1 Project Implementation and Stagnation**

Some cities are not at the intended implementation phase because of various factors such as the unavailability of resources, lack of political support, project complexity, and external challenges. It is therefore recommended that a project plan, which is aligned with the strategic plan on safer cities, be compiled; such a plan must include responsible persons who will report on specific tasks. This will ensure that the implementation of the Safer Cities Project progresses according to the set timelines and that any undue delays are detected earlier and addressed.

It is important to develop a long-term plan that is backed by all existing political parties in the cities to avoid stagnation in the project's implementation when there is a change in government. This will ensure that the project continues irrespective of the political party running the city at the time. This will make the Safer Cities Project an integral part of the strategic development of the entire country.

#### **7.4.2 Skills**

The study points out that the Safer Cities Project involves a range of stakeholders, and its success hinges on the use of technology. The people who are responsible for implementing this project require project management skills that can be acquired through workshops and formal training that are tailor-made to equip members with the necessary skills to implement and manage this project. Skills development in this regard could be done through workshops, mentoring, and joint training and workshops for stakeholders in the Safer Cities Project, which will endow them with knowledge and skills that will empower them for effective collaboration.

The people involved in the implementation of the Safer Cities Project need to be technologically savvy so that they are able to manage the technology. A lack of skills in these areas warrants the need for proper training and clear communication on the use of technologies to benefit this project. Skills in using new technologies and offering

support for members to transition from the old to new technologies will make it easier for them to adapt to using new technologies.

### **7.4.3 Resources and Technological Upgrades**

Cities should prioritise key resources and find ways to collaborate with other cities or organisations to share resources. Seeking funding through grants or partnerships can help fill the resource gaps. In addition, it is recommended to focus on the economic and social benefits by examining how better safety affects local businesses and community bonds. Safer cities can attract investment, boost the local economy, and strengthen the sense of community, leading to more sustainable growth.

When faced with outdated technologies, it is better to first investigate the possibilities of upgrading them, as that could be cheaper than completely replacing them. A partnership with technological companies should be continuously sought for the needed upgrades. It is also recommended that surveillance systems like CCTV, drones, and smart technologies such as crowd sensors and predictive policing be prioritised as they are effective in dealing with criminal activities. It is recommended to focus on the critical phases of the project and target more affordable and scalable technologies.

### **7.4.4 Stakeholders**

It is crucial to set clear expectations and responsibilities for stakeholders from the beginning. Having regular communication through a designated contact person assigned to the project will help ensure that they stay engaged and dedicated throughout the project. A detailed induction/orientation programme should be provided to all the stakeholder representatives so that they are well-informed and understand the project's aim. Stakeholders should also ensure that their representatives are fully dedicated to the project and, where necessary, adjust their current responsibilities to create sufficient time to engage in the project for its success.

#### **7.4.5 Legislative Framework**

The study points out that despite the current legislation and policies, some participants still decried the absence of a clear legislative framework and interdepartmental agreements as a significant barrier to the successful implementation of this project. Compiling customised, applicable legislation and policy manuals that indicate how these legislations and policies are/should be manifested in this project as an easy guide for stakeholders could address the prevailing misunderstandings. Making the proposed manual part of the induction/orientation session will lead to similar understanding, interpretation, and application of these legislations/policies in all the cities that are involved in this project. It is also necessary to have formal agreements with all stakeholders in this project that detail their roles and responsibilities to ensure the efficient application of the legislative/policy framework in this project.

#### **7.5 CONTRIBUTION TO NEW BODY OF KNOWLEDGE**

The research contributes significantly to the new body of knowledge through the SAPS Safer Cities Project by exploring innovative strategies and approaches to urban safety, crime prevention, and law enforcement. This research provides valuable insights into the effective use of technology, data-driven policing, and community engagement in tackling crime in South African cities.

One of the key contributions was the identification and analysis of data-driven policing strategies, which include leveraging advanced analytics, real-time crime data, and predictive technologies to optimise police responses and resource allocation. These strategies not only enhance operational efficiency but also provide a deeper understanding of how data integration can improve decision making in urban policing, contributing to the broader field of law enforcement technologies.

The study also emphasises the importance of community policing and public engagement. The researcher highlighted the need for fostering stronger relationships between law enforcement agencies and local communities to build trust, reduce fear, and promote collaborative crime prevention efforts. This finding aligns with and expands existing literature on community-centred policing, offering new perspectives on how public involvement can be integrated into urban safety strategies.

Furthermore, the research identified the need for successful multi-stakeholder collaborations, such as partnerships between the SAPS, local governments, businesses, and technology providers. This collaborative approach will be beneficial in coordinating efforts to address complex urban safety issues and set a precedent for future projects that seek to integrate various sectors for more holistic solutions.

The researcher's work also provides insights into the impact of urban safety projects on crime rates and public perception. The study contributes to the understanding of how integrated urban safety measures influence crime reduction and improve the sense of safety within communities by assessing the effectiveness of the SAPS Safer Cities Project, thus adding to existing knowledge in urban criminology.

Through these innovative strategies and findings, the research makes a valuable contribution to the new body of knowledge on urban safety, policing practices, and crime prevention in South Africa. The recommendations put forward not only address the specific needs of South African cities but also offer scalable and adaptable strategies for urban centres that are facing similar challenges worldwide.

## **7.6 RECOMMENDATIONS FOR FUTURE RESEARCH**

The study evaluated the implementation of the Safer Cities Project in the pilot cities in South Africa. However, there is a need to evaluate the impact of this project once the pilot phase has been completed. The proper evaluation will indicate whether it is a worthwhile project to implement in all cities in South Africa by determining the cost of its implementation and its effect on crime reduction and community safety. An analysis could also indicate the types of crimes that are successfully impacted by safer cities and those that are not.

## **7.7 CONCLUSION**

This chapter summarised the key points from Chapters One to Seven and presented recommendations on various aspects of the Safer Cities Project's implementation in South Africa. The study plays a crucial role in assessing the effectiveness of the project in addressing urban safety challenges. Key findings indicate that the project's success depends on strong stakeholder collaboration, community engagement, and effective

governance structures. It identified important themes and sub-themes that emerged during the analysis, including issues related to resource management, coordination challenges between stakeholders, and policy implementation gaps. These findings underscore that addressing these challenges is critical for improving project effectiveness and ensuring sustainable urban safety outcomes. Ultimately, this study offers suggestions for refining the implementation of the Safer Cities Project to improve safety and sustainability in South African cities.

The Safer Cities Project represents a multifaceted initiative aimed at creating safer urban environments by fostering collaboration between police, communities, stakeholders, and leveraging technology. The findings highlight four key components essential for the project's effectiveness: police–community collaboration, stakeholder synergy, structural safety improvements, and technological integration.

The importance of police–community partnerships is evident, with participants highlighting the shared responsibility between law enforcement and local communities in tackling crime and creating safer cities. This shows that community engagement is not only critical for crime prevention but also for building trust and resilience within urban areas. The collaborative nature of the project extends beyond the police and community, involving municipal departments, social services, and other stakeholders, thereby ensuring a holistic approach to safety. The findings suggest that sustained multi-agency coordination and political commitment are vital to overcoming operational challenges and ensuring the project's success.

The Safer Cities Project's structural safety initiatives, such as urban planning and infrastructure improvements, complement the collaborative efforts. The analysis reveals that these measures enhance both crime prevention and quality of life, while technology tools like CCTV, predictive policing, and real-time monitoring improve efficiency and responsiveness. Successful implementation relies on continuous adaptation, risk management, and accountability mechanisms to address emerging challenges.

In essence, the Safer Cities Project is a comprehensive initiative designed to address urban safety challenges through multi-stakeholder collaboration, structural improvements, and advanced technological solutions. The study emphasises that the project's long-term effectiveness depends on sustained partnerships, effective resource management, and the operationalisation of its strategies, offering practical lessons for policymakers, implementers, and communities committed to safer cities.

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# APPENDICES

## APPENDIX A: ETHICS CLEARANCE



College of Law\_RERC

Date: 05/10/2023

Dear: Mrs Jenny Pillay

Ref #: 1061  
Name: Mrs Jenny Pillay  
Student #: 37273663

**Decision: Ethics Approval from  
05/10/2023 to 05/10/2026**

**Researcher:** Mrs Jenny Pillay

41 Bertha Street

Johannesburg

37273663@mylife.unisa.ac.za 0795412033

**Supervisor:** Professor David Masiloane dmasiloa@unisa.ac.za

### **AN EVALUATION OF THE IMPLEMENTATION OF SAFER CITIES PROJECT IN SOUTH AFRICA**

**Qualification:** PHD Criminal Justice

Thank you for the application for research ethics clearance by the College of Law\_RERC for the above mentioned research study Ethics approval is granted for three years.

The **medium risk application** was **reviewed** by College of Law\_RERC on **05/10/2023** in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment.

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the College of Law\_RERC.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.

5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
7. No field work activities may continue after the expiry date 05/10/2026. Submission of a completed research ethics progress report will constitute an application for renewal, for Ethics Research Committee approval.

**Additional Conditions**

1. Disclosure of data to third parties is prohibited without explicit consent from Unisa.
2. De-identified data must be safely stored on password protected PCs.
3. Care should be taken by the researcher when publishing the results to protect the confidentiality and privacy of the university.
4. Adherence to the National Statement on Ethical Research and Publication practices, principle 7 referring to Social awareness, must be ensured: "Researchers and institutions must be sensitive to the potential impact of their research on society, marginal groups or individuals, and must consider these when weighing the benefits of the research against any harmful effects, with a view to minimising or avoiding the latter where possible." Unisa will not be liable for any failure to comply with this principle.

**Note**

The reference number 1061 should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Kind regards,



Prof Lincoln Fitz  
Chair of College of Law\_RERC  
E-mail: fitzlg@unisa.ac.za



Executive Dean / By delegation from the Executive Dean of College of Law\_RERC  
E-mail: koleoj@unisa.ac.za

## APPENDIX B: SAPS APPROVAL LETTER

South African Police Service



Suid-Afrikaanse Polisiediens

Privaatsak Private Bag X94	Pretoria 0001	Faks No. Fax No.	(012) 432 7866
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Your reference/U verwysing:

My reference/My verwysing: 3/34/2

THE HEAD: RESEARCH  
SOUTH AFRICAN POLICE SERVICE  
PRETORIA  
0001

Enquiries/Navrae: Col (Dr) Smit  
W/O Thenga  
Tel: (012) 432 7866  
Email: [ThengaS@saps.gov.za](mailto:ThengaS@saps.gov.za)

APPROVED

J Pillay  
UNIVERSITY OF SOUTH AFRICA

**RE: PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE:  
UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: AN EVALUATION OF THE  
IMPLEMENTATION OF SAFER CITIES PROJECT IN SOUTH AFRICA: RESEARCHER: J  
PILLAY**

1. The above subject matter refers.
2. You are hereby granted approval for your research study on the above-mentioned topic in terms of National Instruction 4 of 2022.
3. Further arrangements regarding the research study may be made with the following offices:

The Provincial Commissioner: Gauteng:

- **Contact Person:** Colonel Peters
- **Contact Details:** (011) 547 9129
- **Email address:** [PetersNS@saps.gov.za](mailto:PetersNS@saps.gov.za)
- **Contact Person:** Lt Col Nevumbani
- **Contact Details:** (011) 547 9189
- **Email Address:** [nevumbanivj@saps.gov.za](mailto:nevumbanivj@saps.gov.za)

The Provincial Commissioner: Northern Cape:

- **Contact Person:** Brigadier ME Coghlan
- **Contact Details:** (053) 547 839 2852
- **Email address:** [CoghlanM@saps.gov.za](mailto:CoghlanM@saps.gov.za)

**RE: PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE:  
UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: AN EVALUATION OF THE  
IMPLEMENTATION OF SAFER CITIES PROJECT IN SOUTH AFRICA: RESEARCHER: J  
PILLAY**

The Provincial Commissioner: KwaZulu-Natal:

- **Contact Person:** Colonel I Walljee
- **Contact Details:** (031) 325 4841/4934
- **Email Address:** [IsaacWalljee@saps.gov.za](mailto:IsaacWalljee@saps.gov.za)

The Provincial Commissioner: Free State:

- **Contact Person:** Lt Col J Nair
- **Contact Details:** (051) 507 7030/ 082 953 9194
- **Email Address:** [NairJ@saps.gov.za](mailto:NairJ@saps.gov.za)

The Provincial Commissioner: Western Cape:

- **Contact Person:** AC L Gomo-Bentsile
- **Contact Details:** (021) 417 7520
- **Email Address:** [GomoL2@saps.gov.za](mailto:GomoL2@saps.gov.za)

The Provincial Commissioner: Eastern Cape:

- **Contact Person:** Col S Komna
- **Contact Details:** (040) 608 7223/ 082 854 5751
- **Email Address:** [KomnaS@saps.gov.za](mailto:KomnaS@saps.gov.za)

The Provincial Commissioner: Limpopo:

- **Contact Person:** Lt Col Tau
- **Contact Details:** (015) 290 60690/6115
- **Email Address:** [TauBetty@saps.gov.za](mailto:TauBetty@saps.gov.za)

The Provincial Commissioner: Mpumalanga:

- **Contact Person:** Col ST Mnisi
- **Contact Details:** (013) 762 4536/079 692 0670
- **Email Address:** [MnisiST@saps.gov.za](mailto:MnisiST@saps.gov.za)

The Provincial Commissioner: North West:

- **Contact Person:** Colonel TF Goitsilwe
- **Contact Details:** 073 703 7891
- **Email Address:** [GoitsilweT@saps.gov.za](mailto:GoitsilweT@saps.gov.za)
  
- **Contact Person:** Colonel Z Botha
- **Contact Details:** 082 416 0945
- **Email Address:** [bothazm@saps.gov.za](mailto:bothazm@saps.gov.za)

**RE: PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE:  
UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: AN EVALUATION OF THE  
IMPLEMENTATION OF SAFER CITIES PROJECT IN SOUTH AFRICA: RESEARCHER: J  
PILLAY**

4. Kindly adhere to paragraph 8 of our attached letter signed on **2023-10-31** with the same abovementioned reference number.

  
MAJOR GENERAL  
THE HEAD: RESEARCH  
DR PR VUMA

Date: 2024/03/12



## Privaatsak/Private Bag X 94

Reference:	3/34/2
Enquiries:	Col (Dr) Smit W/O Thenga
Telephone:	(012) 342 7866 082 778 8629
Email	<a href="mailto:ThengaS@saps.gov.za">ThengaS@saps.gov.za</a>
Address:	

THE HEAD: RESEARCH  
SOUTH AFRICAN POLICE SERVICE  
PRETORIA  
0001

All the Provincial Commissioner

**PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE: UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: AN EVALUATION OF THE IMPLEMENTATION OF SAFER CITIES PROJECT IN SOUTH AFRICA: RESEARCHER: J PILLAY**

1. Regarding the abovementioned heading refers.
2. The researcher, J Pillay, is conducting a study topic/titled: "***An evaluation of the implementation of Safer Cities Project in South Africa***" and requests permission to conduct research in the South African Police Service (SAPS).
3. The research proposal was perused by the Component: Research according to the National Instruction 4 of 2022. Therefore, this office recommends that the research study be permitted, subject to the final comments and further arrangements by the office of the All the Provincial Commissioners.
4. The aim of the study is "***to evaluate how the safer Cities Project is implemented in the ten identified pilot cities in South Africa***". Furthermore, the researcher selected to conduct a qualitative research study to collect data by conducting interviews.
5. The researcher, J Pillay, request to collect data by approaching all the nine (9) Provincial offices in line with the proposed topic/title. One (1) coordinator per Provincial will be interviewed.

**PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE: UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: AN EVALUATION OF THE IMPLEMENTATION OF SAFER CITIES PROJECT IN SOUTH AFRICA: RESEARCHER: J PILLAY**

6. This office hereby requests your support on the condition that your office agrees with our recommendations and confirms the proposed official research is viable. Additionally, your office has the authority to set terms and conditions for the researcher to comply with set standards to be followed during the research study process and not harm the SAPS' image.
7. Kindly find the relevant documents of the requested application topic/titled "**An evaluation of the implementation of Safer Cities Project in South Africa**" for your consideration:  
  
**Annexure A:** Application to conduct research;  
**Annexure B:** Signed undertaking;  
**Annexure C:** Research proposal; and  
**Annexure D:** Research approval from the University of South Africa.
8. The researcher will conduct the research at his/her own expense.
  - 8.1 The researcher will conduct the research without the disruption of the duties of the participating members of the Service. **In addition, the researcher must communicate and make prior arrangements with the respective commanders of the participating members of the study.**
  - 8.2 The researcher, J Pillay, should remember that participation in interviews must be voluntary.
  - 8.3 Information will at all times be treated as strictly confidential.
  - 8.4 The researcher, J Pillay, will provide an electronic copy of the final report to the Service.
  - 8.5 The researcher, J Pillay, will ensure that the research report complies with all conditions for the approval of the research.
9. Should your office agree with this research request and to facilitate smooth coordination between your office and the researcher, the following information is kindly requested to be forwarded to our office within **18 days** after receipt of this letter.

**PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE: UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: AN EVALUATION OF THE IMPLEMENTATION OF SAFER CITIES PROJECT IN SOUTH AFRICA: RESEARCHER: J PILLAY**

- **Signed Certificate/Letter:** Confirm the proposed research request is viable;
- **Contact person:** Rank, Initials and Surname; and
- **Contact details:** Telephone number and email address.

10. Your cooperation will be highly appreciated.

  
MAJOR GENERAL  
THE HEAD: RESEARCH  
DR PR VUMA

Date: 2023-10-31

## APPENDIX C: CONSENT LETTER

# ***INFORMED CONSENT FORM***

### **PARTICIPANT INFORMATION SHEET**

Ethics clearance reference number: 3/34/2(202300083)

Research permission reference number: 1061

26 FEBRUARY 2024

Title: **AN EVALUATION OF THE IMPLEMENTATION OF SAFER CITIES  
PROJECT IN SOUTH AFRICA**

#### **Dear Prospective Participant**

My name is **JENNY PILLAY** and I am doing research with **PROFESSOR D MASILOANE** in the Department of **CRIMINAL JUSTICE** towards PHD ((criminal justice) at the University of South Africa. We have funding from **UNISA DSF COMPLETION OF STUDIES**. We are inviting you to participate in a study entitled **AN EVALUATION OF THE IMPLEMENTATION OF SAFER CITIES PROJECT IN SOUTH AFRICA**

#### **THE PURPOSE OF THE STUDY**

The objective of this study is to evaluate the implementation of Safer City Project between the SAPS and the local municipalities at ten identified pilot cities in South Africa and explore its ability to reduce crime levels in these cities.

## **INVITATION TO PARTICIPATE**

The participants invited are working with the Safer Cities Project in collaboration with the SAPS and have knowledge and experience in this subject matter. They comprise of members of the SAPS, Municipality, CPF, Metropolitan Police, BACSA and CPF.

## **THE NATURE OF MY PARTICIPATION IN THIS STUDY**

The study involves *semi-structured interviews*. *Questions pertaining to Safer Cities will be asked*. The expected duration of participation will be 60 minutes for the interviews.

## **WITHDRAWAL FROM THIS STUDY EVEN AFTER HAVING AGREED TO PARTICIPATE**

The participants should voluntarily agree to participate and be allowed to withdraw anytime from the research. The participants will be informed fully on the relevant procedures and risks involved and must ultimately give their consent to participate.

The Protection of individual and the organisations confidentiality is also an important aspect in this study. To ensure that the research participants are protected from harm, the researcher will not reveal the participants real identity by instead use pseudonyms whereby the research participant's real names will not be used and instead use numbers thus concealing their identity. The researcher will inform the research participants regarding accessibility of the data and how it will be protected. Finally, the every research participant will be provided with contact details of the researcher should there be any concerns or questions on issues regarding the research study.

The participants' right to privacy will be respected at all times by ensuring that identity and the information provided by the participants is respected, and kept confidential. The responses and data collected will be kept confidential and only the researcher and the research supervisor will be aware of how the individual participants responded or performed during the interviews.

## **THE POTENTIAL BENEFITS OF TAKING PART IN THIS STUDY**

The research will explore an issue that is of social and policy significance: that is how the effective implementing of Safer Cities in the South African Police Service can lead to crime reduction. The research will be beneficial to policy makers to make more informed decisions and to improve the SAPS by proposing better strategies.

The SAPS and other stakeholders implementing the Safer Cities Project will benefit from this study because of the gaps that will be identified that are hindering the successful implementation of the Safer Cities Project and recommendations that will guide them to make these changes. This study will empower the SAPS and their stakeholders with new knowledge and procedures during the implementation of the Safer Cities Project. In addition, this study might encourage stakeholders to become involved in an integrated approach that will reduce crime in the country.

The research will contribute to the academic body of knowledge on understanding of the effective use partnerships in combatting crime.

It would also be additional reference source during future research and the University of South Africa (UNISA) will find it valuable as it can be incorporated into future lectures and literature.

## **NEGATIVE CONSEQUENCES FOR ME IF I PARTICIPATE IN THE RESEARCH PROJECT**

The researcher will make every effort to ensure the comfort and minimize the risks for the participant. The researcher is bound to the ethics code for research of the University of South Africa. Permission for this project has been obtained from the College of Law Ethics Committee. Due to Covid 19-Personal Protective Equipment will be issued to participants, and social distancing of one meter will be observed.

## **THE INFORMATION THAT I CONVEY TO THE RESEARCHER AND MY IDENTITY BE KEPT CONFIDENTIAL**

The Protection of individual and the organisations confidentiality is also an important aspect in this study. To ensure that the research participants are protected from harm,

the researcher will not reveal the participants real identity by instead use pseudonyms whereby the research participant's real names will not be used and instead use numbers thus concealing their identity. The researcher will inform the research participants regarding accessibility of the data and how it will be protected. Finally, the every research participant will be provided with contact details of the researcher should there be any concerns or questions on issues regarding the research study.

If relevant, identify who will have access to the data *[transcriber/external coder]* and how these individuals will maintain confidentiality *[e.g. by signing a confidentiality agreement. Please note that confidentiality agreements should be submitted to the Research Ethics Review Committee for consideration]*. Your answers may be reviewed by people responsible for making sure that research is done properly, including the transcriber, external coder, and members of the Research Ethics Review Committee. Otherwise, records that identify you will be available only to people working on the study, unless you give permission for other people to see the records.

Also note that anonymous data may be used for other purposes, such as a research report, journal articles and/or conference proceedings and privacy will be protected in any publication of the information *[e.g. A report of the study may be submitted for publication, but individual participants will not be identifiable in such a report]*.

## **PROTECTION OF SECURITY OF DATA BY RESEARCHER**

Hard copies of your answers will be stored by the researcher for a period of five years in a locked cupboard/filing cabinet at **SAPS, DIVISION VISIBLE POLICING, 540 PRETORIUS STREET, PRETORIA**. For future research or academic purposes; electronic information will be stored on a password protected computer. Future use of the stored data will be subject to further Research Ethics Review and approval if applicable. Information will be destroyed if necessary *[e.g. hard copies will be shredded and/or electronic copies will be permanently deleted from the hard drive of the computer through the use of a relevant software programme]*.

## **INCENTIVES FOR PARTICIPATING IN THIS STUDY**

No costs will be incurred by the participant to participate in the study and the participant will be explained accordingly.

## **RECEIVED ETHICS APPROVAL**

This study has received written approval from the Research Ethics Review Committee of the Unisa. A copy of the approval letter can be obtained from the researcher if you so wish.

## **INFORMED REGARDING THE FINDINGS/RESULTS OF THE RESEARCH**

If you would like to be informed of the final research findings, please contact **J PILLAY** on **0795412033** or fax [pillayjenny@saps.gov.za](mailto:pillayjenny@saps.gov.za) or [jennysaps@yahoo.com](mailto:jennysaps@yahoo.com). The findings are accessible for **5 YEARS**.

Should you require any further information or want to contact the researcher about any aspect of this study, please contact **J PILLAY** on **0795412033** or email [pillayjenny@saps.gov.za](mailto:pillayjenny@saps.gov.za).

Should you have concerns about the way in which the research has been conducted, you may contact, **PROFESSOR D MASHILOANE** at email <[DMasiloa@unisa.ac.za](mailto:DMasiloa@unisa.ac.za)> Or contact the research ethics chairperson for any ethical concerns.

Thank you for taking time to read this information sheet and for participating in this study.

Thank you.



---

J PILLAY

## CONSENT TO PARTICIPATE IN THIS STUDY

I, \_\_\_\_\_ (participant name), confirm that the person asking my consent to take part in this research has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation.

I have read (or had explained to me) and understood the study as explained in the information sheet.

I have had sufficient opportunity to ask questions and am prepared to participate in the study.

I understand that my participation is voluntary and that I am free to withdraw at any time without penalty (if applicable).

I am aware that the findings of this study will be processed into a research report, journal publications and/or conference proceedings, but that my participation will be kept confidential unless otherwise specified.

I agree to the recording of the <insert specific data collection method>.

I have received a signed copy of the informed consent agreement.

Participant Name & Surname..... (please print)

Participant Signature.....Date.....

Researcher's Name & Surname.....(please print)

Researcher's signature.....Date.....

## **APPENDIX D: INTERVIEW SCHEDULE**

### **INTERVIEW SCHEDULE**



#### **PARTICIPANT NUMBER**

### **TOPIC: AN EVALUATION OF THE SAFER CITIES PROJECT IN SOUTH AFRICA**

**AIM:** This study aimed to evaluate the implementation of the safer city project in South Africa.

#### **RESEARCH QUESTIONS:**

You are kindly requested to answer the following questions in this interview schedule, for the researcher. The questions, responses and the results will be revealed.

Privacy will be maintained throughout the study, the researcher will ensure that participants are treated equally regardless of their socio-economic status. The information given will be treated with confidentiality and no other person will have access to interview data. The researcher will ensure that participants are treated equally regardless of their socio-economic status whether illiterate or learned and privacy will be maintained throughout the study. The participants to the research will remain unanimous. The information you provide will be used only in a research project for a Doctor of Philosophy registered with the Programme Group: Police Practice at the University of South Africa. The analysed and processed data will be published in a research report.

Your answers will be noted by the interviewer herself, on paper and by voice recorder. Should any question be unclear, please ask the researcher for clarification. Only one answer per question is required. When answering the questions, it is very important to give your own opinion.

Written permission has been obtained from the South African Police Service in advance, for the interview to be conducted.

## **PARTICIPANT**

I hereby give permission to be interviewed and that information supplied by me can be used in this research.

**YES / NO**

### **SECTION A: DEMOGRAPHIC DETAILS**

The following questions are for statistical purposes only.

**Gender:**

Male	1	
Female	2	

**Age:**

18-22 years	1	
23-27 years	2	
28-32 years	3	
33-37 years	4	

38-42 years	5	
43-47 years	6	
48-52 years	7	
53 +	8	

**Marital Status:**

Single	1	
Married	2	
Unknown	3	
Divorced	4	
Widowed	5	

**Educational Qualification:**

Doctorate	1	
Masters	2	
Degree	3	
Advanced diploma	4	

Diploma (3 years)	5	
Certificate	6	
Standard 10/Grade 12	7	
Other	6	

**Training:**

Informal Training on Safer Cities	1	
Training on Safer Cities	2	
No Training	3	

**Department/Stakeholder Represented:**

SAPS	1	
Municipality	2	
Metropolitan Police	3	
BASCA	4	
CPF	5	

## **SECTION B: LEGISLATION FRAMEWORK FOR IMPLEMENTING SAFER CITIES?**

1. In your opinion what is Safer Cities project?
2. How is the Safer Cities Project implemented in South Africa?
3. How is the safer cities project implemented in the ten pilot Cities?
4. What are some of the Legislative Framework in South Africa Governing the Safer Cities Project?
5. Are there any other documents that support the implementation of Safer Cities Project?
6. Is the Legislation in South Africa sufficient to implement the Safer Cities Project?

## **SECTION C: WHAT IS THE ROLE OF SAFER CITIES IN CRIME PREVENTION?**

1. Can you share your experience how is the Safer Cities project able to reduce crime in the cities?
2. In your opinion is the Safer Cities beneficial to the Community?
3. According to your opinion, what are the impacts of Safer Cities Projects?

## **SECTION D: HOW IS SAFER CITIES IMPLEMENTED OTHER COUNTRIES?**

1. Do you know of other countries that are implementing Safer Cities? If so provide an example of such a country
2. To your knowledge do you know if the Safer Cities Project are able to reduce Crime in other countries?
3. In your experience what are one of the best practices in other countries that can be adopted in South Africa?

## **SECTION E: CHALLENGES OF IMPLEMENTING THE SAFER CITIES PROJECT**

1. In your experience what are the challenges of implementing the Safer Cities Project?

2. In your experience how is resolutions made to address challenges facing the implementation of Safer Cities in the SAPS?

**SECTION F: WHAT MEASURES CAN BE USED TO ENSURE THE SUCCESSFUL IMPLEMENTATION OF THE PROJECT**

1. What measures do you think can put in place to ensure the successful implementation of the project?

**SECTION G: WHAT CAN BE DONE TO IMPROVE THE SAFER CITIES PROJECT?**

1. What in your experience can be done to improve the current Safer Cities Project in SA?
2. What strategies can be used to improve the Safer Cities Project?

## APPENDIX E: TURNITIN RECEIPT AND REPORT

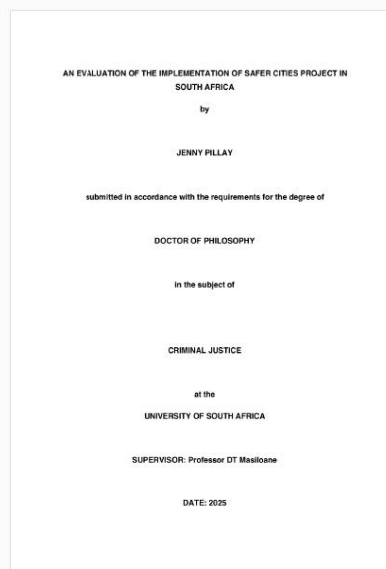


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Submission title: AN EVALUATION OF THE IMPLEMENTATION OF SAFER CITIES P...  
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File size: 2.38M  
Page count: 209  
Word count: 57,662  
Character count: 348,788  
Submission date: 24-Apr-2025 09:24AM (UTC+0200)  
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## AN EVALUATION OF THE IMPLEMENTATION OF SAFER CITIES PROJECT IN SOUTH AFRICA

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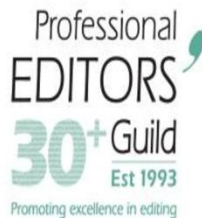
### To whom it may concern

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### AN EVALUATION OF THE IMPLEMENTATION OF SAFER CITIES PROJECT IN SOUTH AFRICA

by

**Jenny Pillay**



**Nikki Watkins**  
Accredited Text Editor (English)

Eastern Cape regional committee: Secretary  
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