



## Municipal Role in Crime Prevention: South African Milestones, Reflections and Challenges

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### **Abstract**

The aim of this article is to provide milestones with regard to policy development in addressing the role municipalities should play in ensuring safety of its people. Several policy documents approved in the 1990s are explicit with respect to local government's responsibility in assuring the safety of inhabitants living in their districts. The National Crime Prevention Strategy (NCPS) (1996) and the White Paper on Safety and Security (1998) laid the foundation for local level crime prevention initiatives and gave local government new duties such as coordination and implementation of crime prevention programmes within their areas of jurisdiction. The White Paper on Local Government (1998) determined that municipalities should cooperate with the South African Police Service, other national and provincial departments, private sector, non-governmental and community-based organisations in developing and executing strategies aimed at reducing crime. The Community Safety Forums (CSFs) Policy (2012) was introduced to focus on the function of CSFs within the sphere of local government in facilitating enhanced co-operation, integrated planning, and coordinated administration of safety programmes and projects at community level. In 2016 the White Paper on Safety and Security was reviewed to clearly highlight local government's task in crime prevention. Consequently, the National Development Plan (NDP) for 2030 proposes an integrated approach to resolving the root causes of crime that involves an active citizenry and inter-related responsibilities and co-ordinated service delivery from state and non-state actors which include local government. South African policies have been clear with regard to the mandate of municipalities. This research revealed, as discussed in this paper, that crime prevention demands a process of analysis by municipalities to determine the cause of specific types of crime, as well as the collaboration of resources and skills of a range of local stakeholders to develop and apply appropriate interventions.

**Keywords:** *Municipal Policing; Crime Prevention; Community Safety; Integrated Development Plans; Local Government*

## **Introduction**

One of the basic needs of any community is the need for safety and security. This is not possible unless integrated proactive actions occur with the cooperation of all role-players in any community. The prevention of crime has been one of South Africa's top priorities since 1996, therefore the NCPS of 1996 was launched. This strategy is based on a fundamentally new approach by government which is both a multi-agency and multi-party initiative. In particular, it requires the development of wider responsibility for crime prevention and a shift in emphasis from reactive 'crime control' which deploys most resources towards responding after crimes have already been committed, towards proactive 'crime prevention' which is aimed at preventing crime from occurring (Pheiffer, 2013).

Municipalities are best able to conduct policies and approaches dealing comprehensively with crime prevention which promotes alternatives to imprisonment, community policing, civic education, research and communication as well as coordinating the crime prevention programmes of different partners (Pheiffer, 2013). Decisions for the development of multiple crime prevention principles and frameworks introduced in South Africa (SA), are as per international developments and prescripts. Crime prevention frameworks developed locally, were firstly sponsored internationally and are adopted as per international standards regulated by the United Nations (UN) and World Health Organisation (WHO). The UN, WHO and other crime prevention international bodies, as per various multiple scientific research and commissions, agreed upon that to tackle antisocial behaviour leading to criminality will require more than criminal justice and law enforcement intervention. Consequently, the WHO Resolution made in 2004, as discussed by Kruger, Lancaster, Landman, Liebermann, Louw and Shaw (2016) that the implementation plan on preventing violence, mandated that nine crime prevention/ community safety recommendations be implemented by governments which are as follows:

- Create, implement and monitor a national action plan for local violence prevention;
- Enhance capacity for collecting data on violence;
- Define priorities for, and support research on, the causes, consequences, costs and prevention of violence;
- Promote primary prevention and local community responses;
- Strengthen responses for victims of violence;
- Integrate violence prevention into social and educational policies, and thereby promote gender and social equality;
- Increase collaboration and exchange of information on violence prevention;
- Promote and monitor adherence to international treaties, laws and other mechanisms to protect human rights; and
- Seek practical, internationally agreed responses to the global drugs and global arms trade.

Crime and crime prevention are central to the planning and functions of all municipal departments' line-functions. The role of municipalities in making their communities safer is gaining increasing importance in South Africa. While certainly not new, renewed efforts are being placed by national and provincial government in building the capacity of local government structures, in identifying key safety concerns, and putting in place measures to address them. While undeniably facing huge challenges in terms of capacity, municipalities is also best placed to identify and respond to changing crime priorities within their jurisdiction, and to coordinate and mobilise a range of role-players in developmental crime prevention strategies (Pheiffer, 2013). The question is, if government's framework for crime combating is in place, why is crime still on the increase?

Therefore, the next section explores the various policies, legislations and working documents, and suggestions which are crime prevention related, determined discoveries made, reflections and challenges to assist municipalities in preventing crime.

## **South African Policies on Municipal Role in Crime Prevention**

There is substantial evidence that the most effective crime prevention interventions cut across the agencies and institutions found at municipal level, such as community organisations, families, police, social services, and schools. Local government should use its Constitutional mandate creatively and innovatively (South Africa, 2011). Below is a brief discussion on the tenets of each policy with regard to the responsibilities of local government in the fight against crime:

### **➤ The National Crime Prevention Strategy (1996)**

The NCPS which was launched in May 1996 was developed by an inter-departmental strategy team in direct response to concerns expressed by the South African government about the high levels of crime in the country. For the first time, crime prevention was recognised as a key government priority. The NCPS began to introduce a new paradigm for dealing with crime in SA. Some of the key concepts introduced were:

- Government cannot deal with crime on its own. The institutions of government, on all three tiers (national, provincial and local) must work together and with civil society to reduce crime;
- Law enforcement and criminal justice responses alone are inadequate for addressing crime;
- The criminal justice system cannot operate effectively unless there is better cooperation between the departments that constitute the system, and integration of their activities; and
- Crimes are different, and must be 'dis-aggregated' if effective prevention strategies are to be designed and implemented (Pheiffer, 2013).

This strategy broadly provide that the leading role in crime prevention is meant for local government particularly in its areas of jurisdiction. In collaboration with local role players, priorities should be clearly specified, in the coordination, promotion and overseeing stakeholder collaboration in crime prevention in their areas. For effective crime prevention, local government should acquire necessary skills. Furthermore, crime prevention is such a demanding activity which requires capacity and capable personnel. The NCPS asserts that support of local role players should be secured and the preferred strategy should be assessed before implementation. There should be coordination in respect of the provincial NCPS structures and the review of the structure must be efficient and be done continuously. There ought to be coordinating teams comprising of relevant stakeholders and senior managements from the South African Police Service (SAPS), local policing forum structures, health, justice, and other appropriate non-government bodies. The fear of crime can be managed through a diverse range of approaches adopted by police, governments and communities.

In the crime prevention strategic framework of the NCPS, pillar two focuses on the reduction of crime through environmental design (South Africa, 1996). According to Pheiffer (2013), the high incidence of many forms of crime is due to an environment which provides ample opportunities for crime, and where risks of detection, or prosecution are low. This pillar concentrates on the development of security-based design of residential area buildings and shopping centres. Ultimately the objective of this pillar is to ensure that safety and crime prevention considerations are applied in the development of all new structures and systems, and in the re-design and upgrading of old areas.

### **➤ The White Paper on Safety and Security (1998)**

The White Paper on Safety and Security of September 1998 (South Africa, 1998) outlines government's crime prevention framework very clearly. The onus of crime prevention through effective criminal justice lies with all levels of government; all government departments, particularly those engaged in the National Crime Prevention Strategy and the SAPS.

Social crime prevention obligation belongs to all levels of government; including government departments such as Education, Housing, Welfare and Health; Municipalities; organisations of civil society; the citizens and residents of South Africa. The implementation of national frameworks must take place at local level because crime varies from locality to locality and requires distinct solutions in different places to reduce it. This White Paper attempts to deepen government's policy approach to crime prevention in South Africa. It stimulates city-level interventions against crime by allocating responsibility for by-law enforcement, as well as the coordination and initiation of crime prevention projects to local government. Municipalities are liable for social crime prevention, by-law enforcement, and crime prevention through environmental design (CPTED). Several municipalities in South Africa acknowledged that the environment impacts on behavioural patterns and perceptions of safety. That view is also recognised in various policies, primarily because the environment plays a visible role in creating conditions that could enable crime (Mabitsela & Govender, 2022).

CPTED through social development or social crime prevention focuses on the social, economic, and cultural factors that contribute to criminality. This approach tackles individual, family and community risk factors that lead to crime and victimisation (Mothibi, 2016). Social crime prevention can clearly tackle social issues leading to crime such as poor living conditions, overcrowding, child headed households, poverty and gangsterism. Municipal projects should be clearly designed to be responsive to municipal social issues. If the above social issues are attended to, there is likely reduction in reoffending and criminality. Again, the White Paper mandates multi-agency responses wherein relevant stakeholders collaborate with the municipality to eradicate criminality. In this case, crime is reduced through appropriate planning, design and management of the physical environment.

Situational crime prevention is a form of CPTED. Tilley (2005) as cited in Pheiffer (2013) explains situational crime prevention as an approach to crime prevention that focuses on reducing opportunities for crime by modifying the immediate circumstances surrounding criminal acts. Tilley and Farrell (2012) further state that the situational crime prevention theory and practice provides both a basis for delivery of immediate crime reduction and a basis for the construction of a politically acceptable, comprehensive crime and criminality reduction programme. It delivers immediate crime reduction and buys sufficient time for long-term programmes to mature and begin delivering crime reduction results as well. Clancey, Fisher and Lee (2012) elaborate that CPTED can include reducing the amount of vacant land or open spaces in an area; ensuring that public spaces such as residential streets and public parks are well lit and maintained; developing safe pedestrian routes and trading centres; designing safe public transport nodes; improving surveillance systems in crime hot spot areas; and, applying crime prevention principles when designing new towns and residential areas. By-law enforcement presents municipalities with their clearest and most direct tool for engaging in crime prevention, because by-laws regulate how the city is used, and monitor the social patterns and behaviour of those who use it.

Additionally, this White Paper validates that local government has an important role to play in planning crime prevention initiatives and coordinating a range of local agents in ensuring implementation. This requires greater cooperation between elected local government representatives and stakeholders in the determination of local objectives and priorities. At local level, this White Paper advocated a much greater role for local government in the delivery of crime prevention initiatives. For municipalities, the White Paper detailed the following functions:

- The internal prevention of crime within the structures of, and on the property of the municipality;
- Working with local police in setting joint priorities and identifying possible areas for local government intervention;
- Aligning internal resources and objectives within a crime prevention framework;
- Ensuring development projects take account of crime prevention principles;
- The coordination of crime prevention initiatives operating within the municipal area to avoid duplication;

- The effective enforcement of by-laws to ensure safer and cleaner environments less conducive to crime;
- Effective traffic law enforcement to ensure well-managed and regulated environments less conducive to criminal activity;
- Assisting victims of crime through the provision of information around what services are available or where capacity exists providing limited victim support services; and
- Initiating targeted crime prevention programmes aimed at specific problems and groups at risk (Pheiffer, 2013).

### ➤ **White Paper on Local Government (1998)**

Municipality partnership formation with other government departments is highly encouraged by the White Paper on Local Government (1998). This White Paper states that local government was identified in various policies as the best partner to carry out prevention programmes. The purpose is to collaborately tackle issues of crime. Moreover, the Local Government Transition Act 209 of 1993 compels municipalities to develop negotiated Integrated Development Plans (IDPs), which typically includes projects relating to crime and safety for their areas of authority (South Africa, 1998). It further directs municipalities to promote integrated spatial and socio-economic development that is socially just and equitable. Local government are prompt to enter into partnerships with community-based organisations and non-government organisations, especially where these agencies have expertise that is traditionally lacking within municipalities, such as crime prevention.

This White Paper proclaims that one of the most important methods for achieving greater coordination and alliance is integrated development planning. It further declares that the IDP provides powerful tools for local government to facilitate integrated and coordinated programmes in ensuring improved quality of life for its citizens. Once the IDP is drawn up all municipal planning and projects should happen in terms of the IDP. The annual council budget should be based on the IDP. Section C of the White Paper (Cooperative Government) also confirms the role of municipalities in crime prevention by strategising and implementing social crime prevention measures to promote healthy, prosperous and well informed communities in which criminal activity has little opportunity to increase. There are real incentives for municipal authorities to ensure a safe locality. The revenues are increased through, among other factors, the provision of a safe environment, and actively encouraging investments by businesses, domestic and abroad. Community development and improvement is the undertaking of any municipality (Pheiffer, 2013).

Local crime issues should be thoroughly understood by municipalities. Hence, while government has a clear responsibility in setting up a legal framework for crime prevention and in providing adequate financial resources and a political lead, as noted in this White Paper, it is nonetheless at the local level where the crime problem is most acutely felt and perceived and where a sense of insecurity is felt on a daily basis. Pheiffer (2013) declares that the problem of rising crime levels has become something of a 'political football', meaning – a problem that politicians from different parties argue about and try to use in order to get an advantage for themselves. The tendency of political parties to use the crime issue as a vote catcher has resulted in the generation of single-factor causes and solutions to crime and violence. Nevertheless, if politicians work together to create a safe environment for all communities, they could endorse better criminal justice punishments and secure police accountability in municipalities.

### ➤ **The Public Finance Management Act (1999)**

The Public Finance Management Act (PFMA) of 1999 regulates management in the national and provincial governments; to ensure that all revenue, expenditure, assets and liabilities of these governments are managed efficiently and effectively; to provide for the responsibilities of persons



entrusted with financial management in those governments; and to provide for matters connected therewith.

This document defines fruitless and wasteful expenditure as means of expenses which were made in vain and would have been avoided had reasonable care been exercised. Financial misconduct of government budget may lead to criminal proceedings with penalties or imprisonment (South Africa, 1999). The participation between the SAPS, local government and other stakeholders to address crime should have an impact on the safety and security of all residents. If not, then these attempts to combat crime are inefficient and will be regarded as fruitless expenses on government annual budgets.

Throughout the Local Government Municipal Finance Management Act 56 of 2003 reference is made of the Public Finance Management Act (1999). In terms of section 2 of the Municipal Finance Management Act, its objective is to secure sound and sustainable management of the financial affairs of municipalities (South Africa, 2003). According to Craythorne (2006) as cited in Pheiffer (2013), one of the aims of the PFMA is to establish norms and standards for budgetary and financial planning processes and the coordination of those procedures with the processes of other spheres of government organisations. This Act makes provision for local government to financially integrate with all partners regarding crime prevention by means of supply chain management. Supply chain management is the networks of companies, that work together and coordinate their actions. The criminal justice chain is often perceived as being inefficient, among others due to barriers and disconnections between the organisations involved in this chain. It thus seems suitable to apply a supply chain perspective in order to improve the efficiency and effectiveness in this chain (De Blok, Donk, Seepma & Roukema, 2015).

#### ➤ **Municipal System Act (2000)**

The Municipal System Act (2000), Chapter 3 (Municipal functions and powers) and Chapter 4 (Community Participation) summon local government to exercise its legislative or executive authority by developing and adopting policies, plans, strategies and programmes, including setting targets for delivery and to promote a safe and healthy environment. South Africa (2000) states that municipal councils (councillors) have the duty to encourage the involvement of local community in municipal affairs. This Act also challenges local municipalities to establish appropriate mechanisms, processes and procedures to enable local communities to participate in municipal affairs. It further recommends local government to provide for consultative sessions with locally recognised community organisations and report-back to the local community. It further states that municipalities have a range of powers and functions which compel them to participate with various role-players of society such as community organisations, families, social services, police and schools. All municipalities are required to prepare IDP's in consultation with communities and stakeholders. This operational document consists of local government's strategies to improve services and also to evaluate their performance in order to reach their objectives.

#### ➤ **National Development Plan for 2030**

Chapter 12 of the NDP of 2030 identifies 'Building Safer Communities' as a key objective. In order to achieve this vision, this plan recognises the need to have a well-functioning criminal justice system involving key role-players, including municipalities, the police, prosecuting authority, the judiciary as well as the correctional services system. Accordingly, it identifies the following six key priorities to achieving a crime-free SA:

- Strengthening the criminal justice system;
- Professionalising the police service;
- Demilitarising the police service;
- Increasing the rehabilitation of prisoners and reducing recidivism;

- Building safety using an integrated approach; and
- Increasing community participation in safety (South Africa, 2011).

In addition to creating an effective, responsive and professional criminal justice system, the NDP motivates for an integrated approach to building safer communities that recognises the root causes of crime and responds to its social and economic factors.

In this regard, the plan places significant emphasis on the role of local government in understanding the safety needs of individual communities, and integrating safety and security priorities into their development plans. This development plan pays particular attention to the safety needs of women, children, the girl-child and youth, and makes specific recommendations relating to the conducting of community safety audits, introducing learner safety programmes in schools (South Africa, 2011). It also implements the Rural Safety Strategy, expediting the re-establishment of the Sexual Offences courts, reporting on the status of environmental designs aimed at addressing the safety of those who are most vulnerable; mobilising urban youth to secure safety areas; increasing support to non-governmental organisations and community-based organisations; enhancing efforts to reduce alcohol and substance abuse; and improving rehabilitation of offenders and reduction of recidivism.

Furthermore, according to the NDP local municipalities should work closely with all state and non-state bodies to establish their safety needs and develop strategies to fulfil them. They should develop safety audits or barometers with communities to inform their responses. At local level, communities should feel empowered to take part in making their environment safer and more secure. For example, communities should be consulted on housing and business developments in their neighbourhood and their inputs on the spatial planning of the physical environment, safety designs and layout of these projects should be solicited. These measures for community involvement in safety from a crime prevention point of view should be regulated by municipalities at a local level (Pheiffer, 2013).

### ➤ **Community Safety Forums Policy (2012)**

The Community Safety Forums Policy, which was approved by the National Minister of Police in November 2012, states that Community Safety Forums (CSFs) emanated from the requirements outlined in the National Crime Prevention Strategy (NCPS) of 1996, and the 1998 White Paper on Safety and Security. The Constitutional and legislative framework of the CSFs that guides the policy framework of integrated crime prevention initiatives includes the following:

- The Constitution of the Republic of South Africa 1996;
- The South African Police Service Act (on CPFs) 1995;
- The Intergovernmental Relations Framework Act, 2005 (Act No.13 of 2005);
- The Municipal Systems Act 32 of 2000; and
- The Municipal Structures Act 117 of 1998 (South Africa, 2012).

The CSF Policy focuses on the role of CSFs within the sphere of local government in facilitating enhanced co-operation, integrated planning, and coordinated implementation of safety programmes and projects at the community level. CSFs aim to deliver programmes with a national agenda on a local level to enhance the delivery of crime prevention projects and to improve the functioning of the criminal justice system. This forum operate by facilitating regular safety audits in partnership with civil society, developing safety strategies and plans aligned with national, provincial and local priorities, and monitoring/evaluating the implementation of safety programmes or projects. It solely serve as a coordinating structure for collaboration; and integrated planning and implementation at local government level. The establishment of the CSFs is intended to promote the development of a community where citizens live in a safe environment and have access to high quality service at local level, through

integrated and coordinated multi-agency collaboration among organs of state and various communities (Pheiffer, 2013).

### ➤ **White Paper on Safety and Security (2016)**

The White Paper on Safety and Security was adopted by Cabinet in April 2016. This policy seeks to promote an integrated approach to safety and security, and facilitate the objectives outlined in the NDP in terms of building safer communities in South Africa. The primary objective of this policy is to provide an overarching framework for safety, crime and violence prevention in order to facilitate synergy and alignment of other government policies on safety and security.

The intention is also to facilitate the creation of a sustainable, well-resourced implementation and oversight mechanism for the coordination of crime prevention priorities across all sectors (SAPS, 2016). The role of municipalities in respect of the implementation of this White Paper as highlighted in South Africa (2016) includes:

#### **(a) Budgets and Resources**

- ✓ Allocate budgets for strategy, plans, roles, programmes and interventions for safety, crime and violence prevention at local and district municipality levels.
- ✓ Secure funding for programmes and interventions to achieve safety, crime and violence prevention outcomes.

#### **(b) Strategies**

- ✓ Develop a local strategy and community safety plans for implementation of the White Paper.
- ✓ Develop strategies and integrate safety, crime and violence prevention outcomes into strategic plans, performance plans, norms and standards, etc.
- ✓ Integrate safety, crime and violence prevention outcomes into the IDP.
- ✓ Align and complement planning of IDPs with other municipalities and organs of state to ensure that safety, crime and violence prevention is prioritised and that best practices are integrated across municipalities.

#### **(c) Implementation Structures**

Establishment of an implementation structure to ensure effective implementation of the White Paper.

### ➤ **Integrated Development Plans**

Local municipalities in South Africa have to use ‘integrated development planning’ as a method to plan future development in their areas. An IDP is a super plan for an area that gives an overall framework for development. It aims to coordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area. It should take into account the existing conditions, problems and resources available for development. This plan should look at economic and social development for the area as a whole. It must set a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected (Integrated Development Planning, 2012).

All municipalities have to produce an IDP. The municipality is responsible for the coordination of the IDP and must draw in other stakeholders in the area who can impact on and/or benefit from development in the area. The White Paper on Local Government (1998) proclaims that one of the most important methods for achieving greater coordination and integration is integrated development planning. This White Paper further declares that the IDP provides powerful tools for local government to facilitate integrated and coordinated programmes in ensuring improved quality of life for its citizens. Once the IDP



is drawn up all municipal planning and projects should happen in terms of this plan. The annual council budget should be based on the IDP. Other government departments working in the area should take this plan into account when making their own plans (South Africa, 1998).

Pheiffer (2013) noted that the IDP is reviewed every year and necessary changes can be made. This plan is based on community needs and priorities. Residents have the chance to participate in identifying their most important needs. Many government services are delivered by provincial and national government departments at local level – for example: police stations, clinics and schools. Municipalities must take into account the programmes and policies of these departments. The departments should participate in the IDP process so that they can be guided how to use their resources to address local needs. The Constitution of SA implies that a municipality must practice integrated development planning that requires a municipality to structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community.

Integrated development planning is a process by which municipalities prepare five-year strategic plans that are reviewed annually in discussion with all role-players. The aim is to achieve service-delivery and develop goals in municipal areas in an effective and sustainable way. National and provincial sector departments, development agencies, private-sector bodies, non-governmental organisations (NGO's) and communities all have a key role to play in the preparation and implementation of municipal IDP's (Pheiffer, 2013). The IDP document is available on the internet and in all municipal libraries for anyone to peruse.

## **Long Standing Challenges**

Regardless of the development of the above mentioned policies, the importance of local government as a key stakeholder and strategic player in making communities safer has often gone unrecognised or unacknowledged, has been misunderstood, is subject to inadequate or under-resourcing, and has suffered from a lack of coordination. The assessment of the level of cooperation between the SAPS and municipalities also remain a challenge. Besides, not every municipality have a municipal police service. In South Africa, out of the 278 municipalities, there are only eight fully functional Metropolitan Police Services, known as the Metro Police Service within municipalities. They are located in East London, Cape Town, Durban, Johannesburg, Bloemfontein, Port Elizabeth, Pretoria and East Rand (Mabitsela & Govender, 2022). The Municipal Police is established in terms of Section 206 (7) of the South African Constitution (1996) and section 64 (e) of the South African Police Service Act (1995). According to this Act, the functions of a municipal police service are – traffic policing, subject to any legislation relating to road traffic; the policing of municipal by-laws and regulations which are the responsibility of the municipality in question; and the prevention of crime (Metro Police, 2016). Additional challenges identified in this research are highlighted below.

### **➤ Unfunded Mandate and Capacity of Local Government**

Crime prevention is seen as an unfunded mandate in that safety and security is a national government function. This ignores both the fact that safety is a key “quality of life” issue where local government can contribute, and that many functions of municipalities are involved more broadly with issues of governance, and thus also of crime prevention. Closely related to the problems associated with funding, are those that relate to the capacity of local government. The pressure for service delivery and development on new (and often weak) local government structures is immense. Development projects (notwithstanding some of the funding problems) are in fact able to take account of crime prevention requirements without necessarily increasing the resources that are allocated to them. Thus, addressing crime prevention needs should not necessarily be seen as an additional or heavy burden (Mothibi & Roelofse, 2017). According to Mabitsela and Govender (2022), the most challenging factors affecting the capacity to prevent crime by municipalities are the lack of resources such as staff shortage, vehicles,

radios, stationery, cameras and phones. Therefore, financial constrains experienced within many municipalities contributes to their inability to complete their crime prevention projects.

### ➤ **Political Support for Crime Prevention**

The issue of political support for crime prevention is potentially problematic. On the other hand, a great deal of political leadership is required in order to ensure that crime prevention is prioritised (Mothibi, 2016). Since crime prevention policies guarantee perpetual consultation, the implementation and evaluation between relevant local role-players in finding new methods to reduce crime is vital. According to Palmiotto (2011) as cited in Pheiffer (2013), criminal activities occur in specific places and are often related to the conditions experienced in local settings. Historically shaped poverty and under development provide key contextual factors in understanding increasing crime levels. Although poverty does not directly lead to higher crime levels, together with a range of other socio political and cultural factors, it contributes to conditions for an increase in crime and the growth of criminal syndicates and gangs. Citizens are confronted with challenges, problems and even conflicts, such as housing issues, unemployment, disasters, crime increase etc.

The Minister of Local Government confirms that municipalities are the most important role-players in delivering services to communities because they obtain first-hand information about community needs and plan accordingly through integrated development planning. Where political support is missing, crime prevention initiatives are often undercut. On the other hand, politicians who are under a great deal of public pressure, are tempted to raise expectations about what local level crime prevention can achieve in the short-term. Programs with too many objectives, which are poorly funded at the same time, are likely to become overloaded, achieving little actual prevention (Mothibi & Roelofse, 2017). Politicians need to realise that by reducing crime, through crime prevention approaches, will ensure public safety and therefore improve their chances of re-election and inject genuine trust. The Local government elections occurs every four years which might indicate that new political leaders would govern areas and again instil change. Renewed relationships should take place between citizens and managerial incomers because it is very difficult to make changes to an area without the consent and cooperation of the inhabitants.

Consequently, political influences play a huge role when addressing crime prevention strategies in municipal areas. Municipalities are very dynamic because of its inconstant political leadership in various areas and its varied political parties. Political power changes after every election and this has an impact on leadership, coordination, sustainability and community relations. Solving crime through partnership requires these aspects. This instability could also have a negative impact on crime prevention initiatives considering the fact that after every election new officials manage safety portfolios with new ideas and strategies (Pheiffer, 2013). Crime prevention strategies needs political support to ensure effective budgeting and accountability of all stakeholders to combat crime.

### ***Literature Review***

Crime is at the top of the list of challenges which the South African Government aims to deal with. This article outlines the partnership between municipalities, the SAPS and all other role-players in crime prevention, as well as inhibiting factors that have an impact on the prevention of crime, the implementation, effectiveness, sustainability and applicability of approaches.

### ➤ Evolution of SAPS as a Challenge to Community Policing Vice Visa Municipal Engagement

The last two decades have seen many challenges for policing, caused by aspects influencing the internal and external environment of the police service. One of the greatest challenges faced by the SAPS has been the need to change its perceived role from that of the strong arm of an unrepresentative government to a legitimate police service that is professional and fulfils the policing needs of all people in a democratic context (South Africa, 2011). The vision of the SAPS is to create a safe and secure environment for all the people in South Africa. Its mission is to create this by participating in endeavours to deal with the root causes of crime in all communities, as well as working to prevent any action, which may threaten the safety and security of any community or person, and finally, to investigate incidents of crime in order to bring the perpetrators of such action to justice (SAPS, 2020).

The plethora of legislative and policy changes which South Africa has undergone since 1994 had a significant impact on the approaches and philosophy informing the transformation of policing services. Aimed at improving the effectiveness and efficiency of policing services, these changes emphasised two important elements, namely, community involvement and a human rights-based approach to policing. Subsequently, apart from the transformation of SAPS, municipalities also had a fair share of challenges in taking the role of preventing crime as they understood it to be an area that belongs to SAPS. The Constitution of South Africa (South Africa, 1996) declares that all spheres of government and all organs of state within each sphere must cooperate with one another in mutual trust and good faith by fostering friendly relations; assisting and supporting one another; informing one another of, and consulting one another on matters of common interest; coordinating their actions and legislation with one another; adhering to agreed procedures; and avoiding legal proceedings against one another.

Pheiffer (2013) agrees with the constitution that when municipalities, SAPS and all local role-players work in partnership they will be able to combine and dedicate their resources and capacity to specific goals to ensure the elimination of crime and the consequences thereof. Integrated crime prevention approaches between municipalities and the police still require improvement. The role of local government and the SAPS in community policing is to encourage neighbourhood organising, provide information and guidance related to crime and crime prevention, and assist in channelling outside resources to the neighbourhood and networking with other municipal areas and agencies. One important concept that has practical value for any community is intelligence-led policing. Information received from residents regarding criminal activities will make neighbourhoods safer, reduce crime and thus secure proper conviction rates.

Findings by Mothibi and Roelofse (2017) in their study on poor crime prevention policy implementation, links to fear of crime; found that there is no cooperation between SAPS and Local government in crime prevention. This is because the SAPS have its own objectives of social crime prevention and thus, municipalities still expect the police to take a lead in crime prevention. Pheiffer (2013) also agreed, research revealed that the SAPS and local government's service wards differ from area to precinct which may influence the outcome of their individual crime prevention strategies in the Cape Winelands District Municipality in Cape Town. Masuku and Motlalekgosi (2022), attributed similar views with regard to the relationship between the SAPS and community members. They concluded that the community in the Dr. Pixley Ka Isaka Seme Municipality is not involved in the fight against stock theft due to poor relationship with the police.

### ➤ Failure to Address Risk Factors

Crimes are influenced by various factors, like family, social and economic risk factors that give rise to persistent involvement in crime. According to Tilley (2005) as cited in Pheiffer (2013), every measure should be considered aimed at preventing crime, focusing on a broad range of crimes and incivilities, both to reduce actual levels of crime and anti-social behaviour, and anxieties about crime

impairing citizens' quality of life. It should thus be sensible for municipalities and the SAPS managers to put greater emphasis on crime prevention as their principal function. The disposition to commit crimes and more generally to behave in an anti-social manner is deemed problematic and open to a variety of interventions relating to the educational, social, economic, cultural, developmental, genetic or nutritional conditions fostering criminality; or at any rate comprising 'risk factors' associated with criminality. Cooperation between Local Government and the SAPS could have a positive and sustainable impact on specific public safety problems.

In a study conducted by Mothibi and Roelofse (2017) it was noted that municipalities in South Africa failed to tackle proposed risk factors through social crime prevention. Social issues are directed to other government departments such as the Department of Social Development or the Department of Health and the proposed areas of intervention for the municipality are ignored and they therefore depend on the SAPS to tackle risk factors. However, the municipality is doing its best in implementing the proposed policies in CPTED through incorporating principles of CPTED in Municipality's designs and major developments (Surveillance, Territoriality and Lighting) as expounded by Kruger, Landman, and Liebermann (2001). For example, the municipality reduced vacant land or open spaces in residential areas by developing them, and public parks are well lit and maintained. When it comes to law enforcement, the municipality works with the SAPS in identifying crime hot spots. They enforce by-laws such as those relating to health and safety, land and housing, in line with specific crime prevention goals in specific parts of the city and use zoning regulations to control where and when certain activities, such as informal business can take place.

Findings by Pheiffer (2013) indicated that not many integrated crime prevention programmes between Local Government and the SAPS were carried out to address risk factors in the Cape Winelands District in the Western Cape. A few respondents believed that the outcome of those crime prevention projects was not in line with their organisations' strategic plan to combat crime. Some new joint ventures were in the pipeline to dampen criminal activities by preventing crime risk factors such as high school drop-outs and unemployment.

Various crime prevention or criminal justice programmes became popular in the media, with public and politicians taking hands to fight crime. Cognisance was taken as a challenge to address the fact that at best, this (failure to address risk factors) may be a waste of money on ineffective projects, or at worst these campaigns could increase crime by making organised criminals aware of preventative strategies. However, it might be a good tactic to prevent lawbreakers from indulging in crime, which would again persuade them to move from locality and then affect our country or global crime statistics by committing crimes elsewhere, known as 'shifting the bucket'.

### ➤ **Lack of Resources**

Partnership is a way of using the resources and skill in a community in such a way that all partners benefit and crime is reduced (South Africa, 2000). According to Prenzler (2012), partnerships between the public and private sectors, including police and private security – are promoted as providing a synergetic effect in crime prevention. It is crucial for the SAPS and local government to combine forces when addressing public safety. Since the establishment of the NCPS (1996) which enables government to address crime in a coordinated and focused manner it draws on the resources of all government agencies, as well as civil society. When these two key agencies merge by having the same crime prevention objectives and reach their common goal, then surely local communities would benefit and live their lives without fear of crime knowing that the government does protect and serve. But, if they work in opposition or secluded then residents would certainly suffer and quality service-delivery to the public hindered.

Service delivery protests are most common in major metropolitan centres like Johannesburg, Ekurhuleni, and Cape Town. This is despite the fact that provincial and local government in these areas are amongst the most highly regarded in the country, and often do not feature problems of vacancies and a lack of resources that affect more vulnerable locations (Public Service Association, 2015). In South Africa, resources that are meant for crime prevention in local government are exceptionally limited either in a form for staff, time and budget. According to Shaw (1998) as cited in Pheiffer (2013), crime prevention is seen as an unfunded mandate in that safety and security is a national government function and are usually funded outside the local government budget through sponsors. This further limit accountability for delivery, weakening local government's responsibility towards crime prevention. Municipalities have a budget for crime prevention and government should seriously re-consider increasing funding for crime prevention programmes, since crime cannot decrease without effective crime prevention approaches. It was discovered that local government and the SAPS do not have efficient resources to prevent crime in the Cape Winelands District Municipality.

#### ➤ **Lack of Capacity Building for Municipality Staff**

Capacity is one of the challenges encountered by local government officials in crime prevention. Considering the limited extent of available resources it is safe to assume that most municipalities do not have the logistical and administrative capacity to initiate and participate in complicated, multi-disciplinary crime prevention programmes comprehensively. When capabilities are improved it can easily become an easier strategic move for countering crime in South Africa. Police officers require necessary capabilities to respond to major serious and organised crime incidents through joint operations by various law enforcement agencies led by the Directorate for Priority Crime Investigation (DPCI) and the SAPS (Mothibi & Tirivangasi, 2021). Furthermore, local government lack modern equipment to effectively control and prevent crime. In a situation when the necessary equipment needed to carry out effective work of combating crime are lacking or obsolete it will very difficult to achieve the desired goal and this will equally give room for increase in the crime rate (Baba, Babajo & Namahe, 2017). One of the most consistent issues identified by Local Government Agencies (LGAs) was that they did not feel adequately equipped to make informed decisions about crime prevention and community safety. This was not just about the lack of adequate financial resources, although this was a problem identified by many, but also about a lack of skills and technical capacity for maximising the potential benefit to their communities when they do manage to get crime prevention and community safety programs going (Homel & Fuller, 2015).

#### ➤ **Lack of Skills and Experience**

The shortage of skills, both in terms of capacity and competency, in municipalities is often raised as one of the main reasons for the poor performance of local government. Across all local municipalities and metros, 16.4% of positions were vacant in 2019 – 1.5 percentage points more than was the case in 2018. The comparatively high vacancy rate in intermediate city municipalities (ICMs) is of particular concern – around a quarter of positions (24%) were vacant in 2019. At the level of managers, one in every four positions was vacant across metros and ICMs, and one in every five positions was vacant in other local municipalities (Businessstech, 2021). According to Pheiffer (2013), international experience of crime prevention suggests the need for programmes to gain knowledge through an incremental process of experimentation or 'learning by doing'. United Nation Office on Drugs and Crime (2010) as cited in Kruger et al (2016) and Mothibi and Roelofse (2017) is of the view that it appears there is a significant lack of comprehensive training for key government individuals and agencies tasked with the planning and implementation of crime prevention initiatives and programmes on national, provincial and local levels. Furthermore, they concluded that local government do not have relevant experts and management capacity in crime prevention as this concepts was introduced recently. Meaning that the municipalities



can employ anyone with a qualification in other field of study to carry out the duties of crime prevention. This result in misinterpretation of the policies and legislatures governing crime prevention.

Pheiffer (2013) and Van Biljon (2015) agrees that it is important that those involved in the development and implementation of safety plans should have the adequate knowledge of crime prevention and understanding of how crime prevention strategies can be applied. Effective crime prevention is contingent upon a workforce with adequate knowledge and expertise in a range of key competencies relevant to crime prevention practices. Amongst other challenges include lack of community engagement and understanding crime prevention legislation and policies. In a nutshell one can conclude that while the main issue of resources is centred on funding, the second most common resource problem is related to a lack of skilled and qualified staff. A shortage of skills negatively impacts the ability of LGAs to implement strong crime prevention and community safety initiatives. However, the lack of skilled and qualified staff is not the only explanation for the difficulty in accessing necessary data. Homel and Fuller (2015) in their study concluded that LGAs did feel adequately equipped to make informed decisions regarding crime prevention and community safety.

### ➤Lack of Coordination

Coordination is essential when multiple actors are involved in the pursuit of common goals. Proper coordination improves the implementation of the policies governing crime prevention at a local level. The lack of coordination leads to discord, friction, chaos and confusion, ultimately causing inefficiency and ineffectiveness in the activities of organisations involved (Islam, 2018). Globally, crime problems is caused by multiple factors, thus, it is equally important to apply multi-agency partnership interventions to prevent crime. By considering both the strengths and weaknesses of the public, commercial, private and non-governmental sectors, their strengths can be developed to help prevent crime. At the same time, the potential for inefficiency caused by their weaknesses can be minimised (United Nations Centre for Human Settlements (1997) cited in Kruger et al, 2016). Security is every body's business and to this end the family, schools, and religious bodies should be used to socialise members of the community on their roles and expected security awareness and actions in the community (Arisukwu, Igbolekwu, Oye, Oyeyipo, Asamu, Rasak & Oyekola, 2020).

Mothibi and Roelofse (2017) found that there is no collaboration between SAPS and the local government in crime prevention. Pelser (2002) argues that many of the challenges experienced in establishing effective partnerships can be overcome if greater consideration is given to the following:

- The exact objectives of the crime prevention initiative.
- Understanding who is required to assist with implementation and why.
- The specific value or resource that each role-player is expected to contribute.
- Their capacity to meet this expectation.
- When in the life cycle of the project each role-player is expected to participate (Mothibi & Roelofse, 2017).

Local government is best positioned to be the vehicle for crime prevention collaboration because local agencies and institutions are found at municipal level (Pheiffer, 2013). The range of role-players to include in a partnership would often depend on the local context. Any partnership should ideally include at least the following organisations or groups:

- The South African Police Service;
- Local government and provincial departments of Safety and Security;
- Government departments, particularly Justice and Correctional Services and the Department of Social Development (but also consider Health, Education, and Human Settlements);

- Community Police Forums (CPFs);
- Community Safety Forums (CSFs);
- Civil society and community-based organisations: and
- Business (Kruger et al, 2016).

The main barriers to successful partnerships include a reluctance of some agencies to participate (especially health, education, and social services); the dominance of a policing agenda; unwillingness to share information; conflicting interests, priorities and cultural assumptions on the part of different agencies; local political differences; lack of inter-organisational trust; desire to protect budgets; lack of capacity and expertise; and over-reliance on informal contacts and networks which lapsed if key individuals moved on (Crawford & Evans; 2017; Crawford & Cunningham, 2015). Findings by Pheiffer (2013) also indicated that there was a lack of cooperation between Local Government and the SAPS. This research disclosed that the prevention of crime demands a process of analysis to determine the cause of specific types of criminal actions, as well as the coordination of the resources and skills of a range of stakeholders to develop and implement appropriate interventions. These requirements mean that crime prevention programmes are most likely to be effective if developed in the localities where the problem occurs. It therefore requires a targeted approach that focuses on various activities towards a single crime problem. It also suggests that local role-players and in particular local government have a key role to play.

### ➤ **Lack of Funding to Create or Implement Community Safety Plans in Local Municipalities**

Mothibi and Roelofse (2017) indicated that most municipalities do not have community safety plans due to a lack of funding in developing one. The lack of funding is not synonymous with South Africa alone, literature also reveal that one of the main problems of local government is lack of adequate finance, and the lack of accountability to the little generated revenue in the local units. The local government are not adequately funded even though sometimes funds may be provided but it may be diverted. Therefore, to implement crime prevention plans, there is the need for the local councils to have a strong economic base, and have a stringent scrutiny in the local expenditure by the relevant auditory agencies and Financial Crime Commission (Baba et al, 2017). Homel and Fuller (2015) recommended a clear accountability for funding to establish and sustain crime prevention programs and evaluation. Findings by Lim, Kong, Rashid and Malek (2020) showed that the budget allocation for safe city programme in Malaysia was decreasing from RM4.2 billion in the year 2013 to RM10 million in the year 2019. They showed that without sufficient budgets, the existing CPTED facilities could hardly be maintained and improved, and new strategies that are to be implemented at the ground level might be abandoned.

Buthelezi (2021) found that there is no budget for safety issues in municipalities. All the participants interviewed indicated that there was no budget allocated for the implementation of safety forums in the study area. The participants from the Department of Community Safety and Liaison indicated that funding for the implementation and sustaining of these forums should come from municipalities, but municipal representatives that participate in the study stated that there was no municipal budget allocation for CSFs.

The Department of Community Safety and Liaison participants pointed out that they have been instructed to implement the community safety strategy but there was no specific budget allocated for this purpose (Buthelezi & Mofokeng, 2015). Amongst other issues, most municipalities simply do not have the required infrastructure to endeavour into complicated crime prevention programmes (Pelser & Louw, 2002, as cited in Van Biljon, 2015). The lack of funds for community safety plans is not a new occurrence. Clancey, Lee and Crofts (2012) as well as Shepherdson, Clancey, Lee and Crofts (2014) in research with New South Wales (NSW) community safety officials also found that barriers to funding and to accessing crime data and various administrative burdens hinder them to effective local government

crime prevention. When they asked their respondents what additional supports were needed to bolster and enhance their work, the most common responses from community safety officials were money and data.

According to Pheiffer (2013), the SAPS Strategic Plans are compiled in tandem with the Department's Medium Term Expenditure Framework, as reflected in the Departmental Budget Vote, thereby ensuring a clear link between strategic funding and strategic planning. Treasury regulations require that the strategic plan be tabled before Parliament seven days prior to the discussion on the Budget Vote by Parliament. When crime constantly increases in any municipal area, investors will not put money into industries which may again increase the unemployment rate that is currently one of government's top priorities. If real estate agencies (local and abroad) see that crime statistics are high they will not recommend properties or market the neighbourhood, which restrain civil development. To effectively reduce crime, it is necessary to transform and re-organise government and facilitate real community participation, by implementing community safety plans. All municipalities should have a Community Safety Plan (CSP), linked to ward based plans and IDPs (SALGA, 2016). The development and implementation of a crime prevention strategy involve the following four stages:

- Stage one would involve conducting a community safety audit to identify crime and related problems and get an understanding of the characteristics of the community's physical and social environment and organisations/people who are already involved in crime prevention initiatives in your area;
- Stage two entails developing a strategy to address crime and violence in the community, guided by the results of the safety audit;
- Stage three is implementing and managing the strategy in accordance with sound project management principles; and
- Lastly, stage four involves monitoring and evaluating the strategy based on a structured framework to identify what works, what does not work, and what could possibly work (Kruger et al, 2016).

## **Implications on the Level of Community Safety**

The above challenges influence South Africa's level of safety and have an impact on the current rate of violence particularly on gender base violence, tavern shootings, rape, taxi violence, and many other forms of violence. Through CSFs there should be community safety audits which would identify social issues within communities that would ultimately lead to criminality. This safety audits would further lead to solutions to many other crime issues. In the case of tavern shootings, through safety audits, vulnerable facilities such as taverns would be identified. Thus reflecting on safety at these taverns or threats against taverns in the communities. One of the reasons why crime prevention is viewed as a compromised mandate is poor funding allocated to issues of safety. Funds allocations talks to the seriousness of the government in ensuring crime is eradicated. Due to poor funding, most municipalities fail to view crime prevention as an essential service to be provided during violent crimes. Although CSFs aim to deliver programmes with a national agenda on a local level, as highlighted in South Africa (2012), due to lack of municipal safety plans, CSFs fail to enhance the delivery of crime prevention projects. Furthermore, due to poor budgeting on issues of safety, this forum also fails to attend to issues of safety at a local level. Consequently, the capability of perpetrators to ambush communities might increase since there is no proper community safety audits. If there is poor local government involvement in crime prevention, South Africa will remain unsafe.

According to Pheiffer (2013), crime prevention is viewed as a compromised mandate due to lack of proper safety strategies and implementation structures. This study revealed that due to insufficient developed local strategy and community safety plans for implementation of the White Paper on Safety and Security (1998), the SAPS remains burdened with safety issues in South Africa. The inadequacy of strategies, safety, crime and violence prevention outcomes are not integrated into strategic plans,

performance plans, norms and standards. IDPs should not be silent on issues of safety. It must be aligned and complement planning strategies with other municipalities and organs of state to ensure that safety, crime and violence prevention is prioritised and that best practices are integrated across municipalities. Municipalities are failing to establish an implementation structure to ensure effective implementation of the White Paper on Local Government (1998), although guidelines are clear on the implementation mechanisms section within this White Paper. The crucial importance of a solid working alliance between Local Government, the SAPS and all stakeholder in preventing crime, without any political interference, cannot be over emphasised. If municipalities do not comply with their responsibility in crime prevention, then local communities will suffer the consequences of government mishaps and living in fear of crime could become a common phenomenon because of lawlessness.

## ***Conclusion and Recommendations***

Discoveries made in this research provides that various effective projects are in place to address community safety and security in certain municipal areas. However, crime is still on the increase in South Africa, especially crimes against women and children. Therefore, the following crime prevention suggestions are made to ensure a safe environment for all inhabitants.

### **➤ Development and Implementation of Municipal Crime Prevention Strategies**

There's an urgent need for integrated crime prevention policies in every municipal precinct, and CSFs could be the ideal platform to formulate such a plan. The view of community leadership, in helping to make crime reduction through legislation a reality, is crucial. Legislation is in place to help and not to hinder local authorities in their crime-reductive capacities. Policing is both forward and backward looking. It is forward looking because it seeks to prevent future ills, and backward looking because it also concerns itself with past misdeeds to learn from it (Bowling & Sheptycki, 2012). Developing and implementing local crime prevention policies in municipalities will ensure that ward councillors respond to the needs of their constituents. In many cases, a city or town government constitutes the lowest level where planning can take the needs of local communities and their particular crime problems into account, thus providing a potentially effective link between locally elected officials, municipal departments and the national police service. Hence, intelligence-led strategies and approaches are needed in different areas to prevent crime. The failure to establish local crime prevention initiatives in response to the needs of diverse local communities across the country will have serious consequences in the long-term for the success of the NCPS (Pheiffer, 2013).

Clear directions and parameters for crime prevention and community safety policy should be set out distinctly to reflect a crime prevention coordinated approach at all municipalities. Through an establishment of municipal crime prevention and community safety frameworks, where features of the White Papers and the NCPS frameworks serves as directives. There should be a penalty for municipal non-compliance on issues of crime prevention. This will ensure that all municipalities develop and implement municipal safety plans and thoroughly respond collaborated initiatives with the SAPS in dealing with high crime rates in South Africa. Additionally, this research recommends that every outcome of municipal crime prevention projects must be evaluated, measured and analysed to prevent future ineffective and inefficient strategies. It may rule out fruitless expenses, waste of manpower and resources which could ensure coordinated and sustainable programmes with accountability by improving the lives and safety needs of every citizen. Government should seriously re-consider increasing funding for crime prevention programmes, since crime cannot decrease without effective crime prevention approaches.

### ➤ **Municipal Police Service in Every Municipality**

Research found that not all municipalities in South Africa have municipal police services. Pheiffer (2013) states that the crime prevention functions of municipal police services are primarily exercised through visible presence of law enforcement officials by means of point duty, foot, vehicle or other patrols. Visible policing by municipal police services includes responding to complaints and reacting to crime in instances where a delay in activating a response from the SAPS could lead to loss of life, loss of property or the escape of perpetrators. This research recognised that crime prevention is a social process. Inevitably, it involves various people and institutions, and many different sets of aims and objectives. More policing officials could enhance partnership between municipalities and the SAPS in crime prevention. Therefore, this study further recommends that local government should employ more law enforcement officials or establish a municipal police service in all municipal precincts, as encouraged by the Constitution of SA. Additional law enforcement officers would not only assist with policing functions through crime prevention, but also deal with the high unemployment rate and illuminate corruption. By improving capacity, government would create more career opportunities and address the high unemployment rate in our country, and also reduce youth crime.

### ➤ **Cooperation in Crime Prevention to Enhance Community Safety**

It is recommended that the SAPS and municipal managers, from top to the lowest local level including law enforcement officers, police shift members and commanders; as well as community leaders, should undergo annual training on crime prevention practices; preferably joint sessions to improve inter-departmental and police-community relations; and also illuminate rank or position status. Training should be filtered down to all members to ensure individual accountability and competency. It is usually people at ground level who come in contact with every-day crime first and who could prevent crime by being more observant, reporting corruption and criminal activities as well as acting as law abiding citizens (Pheiffer, 2013). When every state employee of local government and the SAPS understands and realises that they have a common objective in regard to crime prevention, then maybe all current proactive ventures would boost job performance and plunge community pessimism and expectations. Then all citizens would enjoy living a life without fear of crime because safety in neighbourhoods would increase. This research recommends that municipalities and the SAPS should employ capable, trained managers, with policing/ law enforcement, financial and project management skills (academic qualifications) to assess crime prevention programmes. Educated personnel guarantee professionalism, confidence, pride and passion which bring about sincere productivity, accountability and fruitful results.

When integrated operations with other departments, multi-agencies or local communities are managed with integrity, such observations would surely boost mutual trust, improve relationships, reinforce active cooperation and enrich community safety and security (Pheiffer, 2013). If the root of crime is not dealt with, then surely attempts to reduce crime will be in vain. Proactive actions should be the focal point of any strategy and execution. When the public are consulted to identify their safety needs and community inputs considered or even implemented, then such cooperation could possibly enhance trust and improve police-community relations which are crucial for crime reduction. Therefore, cooperation between vital role-players (including local government and the SAPS) involved in CSFs can only benefit any community and increase safety. Collectively, the municipal and SAPS executives have a role to play in decision-making, in leading local partnerships, as well as bringing stakeholders together to meet current local needs and priorities.



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