

NATIONAL STRATEGY ON URBAN CRIME PREVENTION IN TANZANIA



PRIME MINISTER'S OFFICE REGIONAL ADMINISTRATION
AND LOCAL GOVERNMENT

Message from the Executive Director



In the Millennium Declaration adopted in September 2000, governments committed themselves to improving the lives of 100 million slum dwellers by 2020. Since that historical declaration, UN-HABITAT has supported developing countries in their efforts to reduce urban poverty and to upgrade informal settlements, through policy advice, advocacy, capacity development, and exchange of experiences. This has been done in collaboration with many local, national and international partners.

The Safer Cities Programme was launched in 1996 at the request of African Mayors who were grappling with issues of increasing crime and violence in their cities. Since 1998, UN-HABITAT has been supporting Dar es Salaam in the implementation of its urban crime prevention strategy. The project has received international recognition, including Dubai Best Practice in 2004 and the Africities Award in 2000 and 2003. Meanwhile, urban safety has been integrated into a Cities Alliance slum upgrading project in Dar es Salaam and is one of the key components of the UN-HABITAT statement on urbanization recently delivered to His Excellency the President.

The Safer Cities Dar es Salaam project has mobilized communities in implementing local crime prevention initiatives, including the development of the sungusungu (citizen crime prevention patrols), the re-vitalisation of the ward tribunal system, and the establishment of the Auxiliary Police. It has also implemented safety audit tools and supported income generating projects for groups at risk. Having contributed toward a decrease in victimisation rates in Dar es Salaam between 2000 to 2003 the programme was rolled out onto other cities and towns in Tanzania with the invaluable support of the Swedish International Development Agency (Sida). In this phase of national institutionalisation and replication, nine other towns (Arusha, Bagamoyo, Dodoma, Mbeya, Mwanza, Moshi, Tanga, Morogoro and Iringa) have adopted the safer cities approach and developed their own local crime and violence prevention strategies.

This publication of the national strategy is a important milestone in the development of national capacity to support local crime prevention initiatives in the country. The Safer Cities Tanzania Programme is now institutionalised within Prime Minister's Office Regional Administration and Local Government (PMO-RALG), which is determined to provide continuous support and guidance in order to make Tanzania an example worth emulating by other countries with regards to promoting urban safety.

A handwritten signature in black ink, which appears to read "Anna K. Tibaijuka". The signature is fluid and cursive.

Anna K. Tibaijuka
Under Secretary General of the United Nations
Executive Director, UN-HABITAT

Foreword



The Government of Tanzania is committed to improve quality of life and social well-being of the people through good governance focusing on economic structures and processes such as use of public resources, management systems, personal security, and participation in decision making in line with the National Strategy for Growth and Reduction of Poverty - MKUKUTA.

The government therefore supports the implementation of Safer Cities initiative under PMO-RALG in collaboration with development partners particularly, the Government of Sweden (Sida) and UN-Habitat for supporting the implementation of Safer Cities in Dar es Salaam and other seven local government authorities namely Mwanza, Mbeya, Tanga, Arusha, Moshi, Dodoma and Bagamoyo. The Government commends also effort of other local government authorities which are implementing the Safer Cities initiatives through their own sources such as Morogoro and Iringa municipalities.

The main objective of the Safer Cities initiative is to strengthen the capacities of local government authorities to address issues of safety and security in their areas of jurisdictions thus enabling them to deliver one of the basic functions of the local government authorities as required by the Local Government laws that of maintenance of peace, order and tranquility in their respective areas.

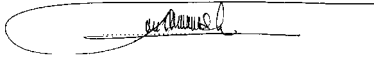
The National Strategy for Urban Crime Prevention is an important working tool whose primary objective is to build safe local environments where citizens are assured of living in peace and harmony, without fear of crime or domestic violence and where there will be security for their property in order to achieve sustainable development.

The strategy must therefore be implemented diligently by involving all key actors and stakeholders in order to establish linkages with other ongoing processes and Programmes such as the Local Government Reform Programme, the Urban Development and Environment Management and Community Policing.

The strategy has to outline the main output, resources and actors to ensure achievement while it recognize that safety and security touch upon all aspects of human lives. Therefore, the participation of all actors in the development of this strategy is highly commendable. The strategy will become an important reference document to all actors including the communities while Local Government Authorities in Dar es Salaam remain an important resource center for all local government authorities in Tanzania to learn from their rich lessons and experiences.

The Government therefore, commits itself to create an enabling environment to enable all actors to invest and contribute to matters of safety and security of our cities and communities.

Lastly, I would like to reiterate that security of the people and their property is increasingly becoming an important agenda in development. I therefore call upon every individual to take part in ensuring there is peace, order and tranquility upon which our nation of the present and future generations will prosper.

A handwritten signature in black ink, appearing to read 'Tarishi, M.K.', is written over a horizontal line. The signature is stylized and cursive.

TARISHI, M.K.
PERMANENT SECRETARY, PRIME MINISTER S OFFICE,
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

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National Strategy on Urban Crime Prevention in Tanzania:

1.0 Introduction and Definition of Key Concepts:

Background

In 2007 Tanzania committed to the development of a national strategy on urban crime prevention. The National Strategy on Urban Crime Prevention in Tanzania is the culmination of 10 years of work on safety in Tanzania. Through this strategy the Government of Tanzania is concretely responding to the concerns expressed by its people, especially in urban areas, to the negative effects of crime and violence. People living in urban areas in Tanzania are more concerned with the issue of crime and violence than those living in rural areas.

Half the population living in urban centres in Tanzania feel that crime and violence has increased over the past three years, compared to only 28% in rural areas. There is an increasing proliferation of drugs, alcohol and small arms in urban centres. Persistent unemployment, ethnic, racial and religious conflicts, domestic violence, violence against women and abuse and neglect of children continue to threaten certain communities and maintain a culture of violence. Theft of personal property and home burglaries are the most common crimes overall. Less than half the crimes that were surveyed were reported to the police.

One of the most common reasons for not reporting to the police was that they were unavailable or inaccessible. Many victims also stated that the crime was not important enough to warrant reporting to the authorities. Nearly two-thirds of the victims reported the crime to a structure other than the police: mostly traditional authorities, local ward councilors and the (sungusungu). These phenomenons

have led over 70% of the population to change their behaviour due to feelings of insecurity.¹

The ultimate goal must be “Cities where human beings lead fulfilling lives in dignity, safety, happiness and hope.”²

Safety and security touch upon all aspects of human life, be it at home, at work, or in communities. If no corrective measures are taken, cities and towns will suffer from increasing social and economic divisions and inequalities, as well as a paralysis caused by fear and mismanagement. In the face of increasing urbanisation and globalisation, failures on the part of government, police and justice to effectively address insecurity generate a downward spiral that is threatening people’s lives.

Insecurity cannot be reduced simply to issues of crime and violence. Crime and people’s anxieties about crime and violence are catalysts for a more widespread and generalised feeling of insecurity with regard to quality of life. Fear of violence has come to symbolise all other fears: economic and social impoverishments, ethnic and cultural conflicts, domestic violence, etc. Crime and violence are significant economic, social welfare, health and governance issues.³

Community safety, on the other hand, is a basic human right. It is a public good that determines quality of life. Many factors negatively influence people’s sense of community safety. Everyone has a responsibility to make communities safer. No

1 A. Stavrou and J. O’Riordan, *Victimisation in Tanzania – Surveys of crime in Arusha, Dar es Salaam and Mtwara*, 2003

2 Habitat II Declaration, Istanbul, 1996, ECOSOC Resolution, Habitat Agenda par. 123

3 Vanderschueren, *Background Paper*, Durban, 2003

single agency can address crime and safety problems on its own. Crime prevention and community safety strategies need to be adapted to local needs on the basis of good analysis and targeted plans. Adequate capacities need to be built at the local level, including those for the measurement of progress and performance.

Security challenges are becoming more complex and a plethora of various actors are attempting to play a role in addressing such insecurities. There is an attempt to broaden the focus to include the security of people; so called “human security” which means protecting vital freedoms. Protecting people from critical and threatening situations, building on their strengths, demands an integrated approach. Human security connects different types of freedoms - freedom from want, freedom from fear and freedom to take action. To achieve these freedoms there are two general strategies: protection and empowerment. Protection requires effort to develop norms, processes and institutions that systematically address insecurities. Empowerment enables people to become full participants in decision-making. Protection and empowerment are mutually reinforcing, giving people the building blocks of survival, dignity and livelihood and enabling people to participate in governance and make their voices heard. From an urban development perspective this requires building strong institutions, establishing the rule of law and empowering people.⁴

Crime, violence and insecurity present major challenges for the social and economic development of cities and towns. Delinquency and violence in urban areas is no longer viewed exclusively as a criminal problem but also as a real developmental problem. Insecurity contributes to the isolation of groups and to the stigmatisation of neighbourhoods, particularly those containing the poor and more vulnerable. It creates conditions of

fear, hinders mobility and may be a major stumbling block for participation, social cohesion, and full citizenship. Furthermore, insecurity erodes the social capital of the poor and the social fragmentation results in a decline in social cohesion and an increase in social exclusion. Social exclusion prevents certain groups from equal and effective participation in the social, economic, cultural, and political life. There is a close connection between social exclusion and poverty. Most of the excluded groups – e.g. women, children and youth, the elderly, widows, and AIDS sufferers - are cut off from networks that provide access to power and resources, making them vulnerable and increasing their risk of being poor. The vicious cycle of poverty leads to social stigmatization and marginalization from institutions, leading to greater poverty, having a profound negative impact on quality of life.^a

At the community level, social cohesion is an asset that provides security, regulates behaviour, and improves the standard of living of the community as a whole. Social cohesion and civic engagement are preconditions for better schools, safer streets, faster economic growth, more effective government, and healthier lives. This is why crime prevention strategies must be focused on enhancing social inclusion, and engaging marginalized groups as assets, not treating them as liabilities, within their communities. This is especially the case with young people under the age of 30 who often make up over 70% of the population of communities. Within their meaningful engagement and active involvement, crime prevention strategies will be less effective.

Two general approaches can be utilized to advance the security of people. On the one hand, government can increase protective measures such as police manpower, prison sentences, and “zero tolerance” measures, which include curfews for minors or the lowering of the age of legal responsibility. On the other hand, government can employ prevention based strategies which involve the decentralisation of the fight against insecurity

4 Outline of the Report of the Commission on Human Security

through the delegation of police responsibility either to local authorities or civil society associations or both. Local authorities have a key role to play in providing safety to their inhabitants, not only because it is stipulated in law, but local governments are accessible and accountable to the people, and they provide services to the people.

1.1 The Safer Cities approach:

The Safer Cities approach focuses on building capacities at City and Municipal level to address crime and insecurity and on establishing a crime prevention culture. The safer Cities approach focuses on three main areas of intervention:

- Institutional prevention – which focuses on alternative forms of justice and law enforcement
- Safer design, planning and management of public and semi-public spaces – making public spaces safer for people to interact and businesses to flourish.
- Social crime and violence prevention – focusing on marginalized groups, groups at risk or vulnerable groups and empowering them through various activities.

The global strategy for safety and security is based on the underlying principles that public safety is a right for all, that crime and violence have a severe and negative impact on urban development, livelihoods and quality of life in general and that local government

authorities have a key role to play in promoting community-wide crime prevention through partnerships with other actors. Community involvement and participation in crime prevention initiatives is the cornerstone of the Safer Cities approach. The global strategy aims to address the causes and also to address factors in the social and physical living environments that can deter or encourage crime and violence.

A special focus of the approach targets youth development programs, such as drug rehabilitation programs and engaging youth in various activities e.g. sports or community service activities that meaningfully engage youth and create the environment for them to become active citizens who can effect positive change.. Targeted interventions on family, youth employment, safe school and safe neighbourhoods backed-up by pragmatic local level policies supported by comprehensive national policies and prioritized and diversified programs tailored to suit local conditions are necessary to achieve the strategic objectives of crime prevention.

The Safer Cities approach contributes to the overarching goal of sustainable urbanization promoting good urban governance, appropriate urban management and planning, in order to reduce and ultimately prevent the incidents and impacts of urban crime and violence. Sustainable urbanization is an integrated/ holistic approach to urban development encompassing social, environmental and economic dimensions. Urban safety and crime



Women participation/involvement in crime prevention strategies through Safety audit for women.

prevention are strategic areas of intervention and key components of good governance and safer neighbourhoods offering key entry points for ensuring sustainable urban development and inclusive governance.

The Safer Cities approach focuses on urban safety in its specific definition of the freedom of communities and assets from crime, violence and related fear. The objective is to strengthen (empower) local authorities and key stakeholders to be better equipped to deliver urban safety in particular for the most vulnerable groups their cities and towns.

The Safer Cities approach builds upon ground-breaking work being undertaken in Africa in the area of youth development and the Global Partnership Initiative for Urban Youth Development has been working with the City of Dar es Salaam to establish positive environments which promote positive youth development, engaging youth as assets rather than liabilities to their community through programs in governance, entrepreneurship and community health.

1.2 National Context on urban crime prevention:

With a population of 38,983,135 million people (URT 2006), Tanzania mainland is divided into 21 Regions (Fig. 1) and there are 133 local government authorities. According to the Local Government (District Authorities) Act No 7 and the Local Government (Urban Authorities) Act No. 8 both of 1982, there are two broad categories of local government authorities in Tanzania, namely 106 District Councils which incorporate Township Authorities and Minor Settlements; and Urban Authorities which include four (4) City Councils, 17 Municipal Councils and six (6) Town Councils.

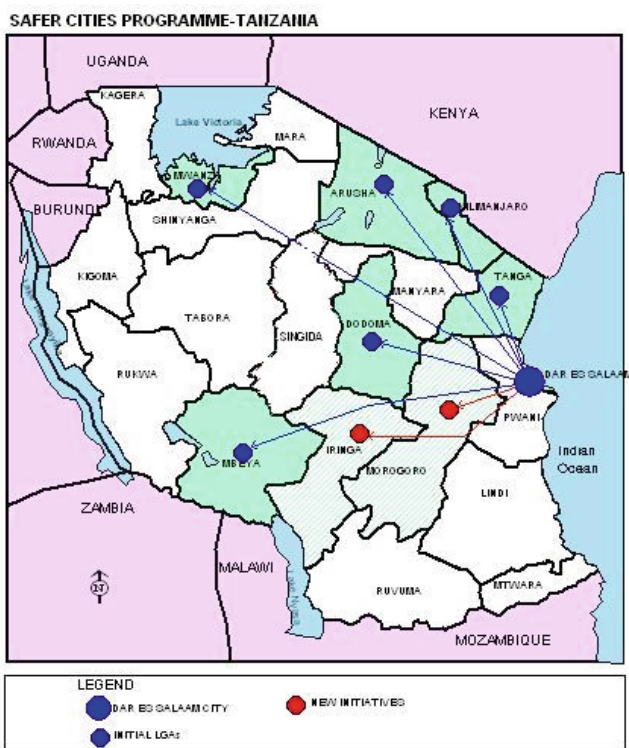


Figure 1.2: LGAs Currently implementing the Safer Cities Initiatives in Tanzania

Safety and security is everyone’s right. The Constitution of the United Republic of Tanzania 1977 (URT 1998) attaches great significance to the safety and security of all persons. Article 13 of the constitution asserts the equality of all persons before the law and guarantees their entitlement, without discrimination to protection before the law. Article 14 recognizes the right of every person “to live and to the protection of his life by the society in accordance with the law” while Article 16 reiterates the right of every person “to respect and protection of his person, the privacy of his own person, his family and of his matrimonial life, and respect and protection of his residence and private communications.” These constitutional guarantees to personal safety and security place high demands on the state and on local government authorities, and the constitution in Article 147 further assigns

the responsibility “to ensure the enforcement of law and public safety of the people” as one of the three key functions of local government authorities.

The national strategy for crime prevention must take cognizance of the Millennium Development Goals 2015 and all national policies that have a bearing on safety and security. Tanzania has about 63 national policies. The main policies that provide guidance on urban crime prevention include Tanzania Development Vision 2025, National Strategy for Growth and Reduction of Poverty (Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania - MKUKUTA), National Gender Policy of 1999, the National HIV/Aids Policy of 2001, the National Environmental Policy of 1997, the National Human Settlements Development Policy (NHSDP) of 2000 and several Sector policies. Local government authorities have a responsibility to implement all of the policies.

Policy is executed by legislative enactment that includes Local Government Acts No. 7 and 8 of 1982 being the principle legislation governing urban local government authorities in Tanzania. In Section 62, Subsections (1) & (5), the Act lists six functions of the urban local government authorities of which the first is ‘to maintain and facilitate peace, order and good governance’. The Police Force and Auxiliary Service Act, 2002, the Ward Tribunals Act No. 7 of 1985 and the Peoples Militia Laws, 1975 (and Miscellaneous Amendment) Act, 1989 are equally instrumental. The Regional Administration Act No. 19 of 1997 is important in enhancing local autonomy of the local government authorities in relation to the regional and district authorities, The Sexual Offences Special Provisions Act, 1998 is important in addressing crime and violence against women and children while the Land Use Planning Act 2007 impacts on the urban built environment which can either deter or facilitate crime.

1.3 Dar es Salaam Safer Cities Program:

Safer Cities Dar es Salaam was initiated in 1997 and launched in 1998 by the then Dar es Salaam City Commission and later, (2002) institutionalized into the four Dar es Salaam local government authorities: Dar es Salaam City Council and the municipalities of Ilala, Kinondoni and Temeke. The objectives of Safer Cities Dar es Salaam were to build capacities at city and municipal level to address crime and insecurity; and to contribute to the establishment of crime prevention culture and adherence to law. Four (4) strategies were identified by stakeholders as key to the realization of the programme objectives. These included institutional capacity building; support to community crime prevention initiatives, with special emphasis on security groups, groups at risk and victimized (women, youth, and children); strengthening law enforcement; and documenting best practices and support to other local government authorities in the country. The following activities were undertaken during the implementation:

- Sensitization and awareness creation; Establishment of Safer Cities units in the four local government authorities, networking and collaboration with other agencies; and Youth integration into Dar es Salaam local government authorities
- Development of income generating projects for women, youth, and the victimized; safety audits for women; support to neighbourhood watch groups ('Sungusungu'); and support to young victims of drug abuse
- Facilitating establishment of the initial group of Dar es Salaam Auxiliary Police Unit in the four local government authorities of Dar es Salaam and the revival of Ward Tribunals in the 73 wards of Dar es Salaam

- Awareness seminars through the then Urban authorities Services Unit (UASU) in Mbeya, Arusha and Morogoro local government authorities (1999); evaluation of project activities and the project itself (2003/04); consultation workshops on piloting/rolling out to seven other local government authorities (2005/06)
 - The Dar es Salaam One Stop Youth Resource Centre, is a prevention model that focuses on providing youth a safe community centre to increase their skills, access services, and organize youth led programs and projects.
- Safer Cities Dar es Salaam achievements range from skills and institutional capacity development in the four local government authorities of Dar es Salaam, accumulation of knowledge, lessons and experiences for sharing, revival of ward Tribunals in all 73 wards in the city and formation of the Dar es Salaam Auxiliary Police Unit, all of which enabled the city to be presented with several international awards, to successful rolling out this experience to seven other local government authorities in the country with two more in the process of initiating the program. This experience and success provides a solid basis for the national strategy on urban safety and security.



Law and safety enforcement through visible policing: Inauguration parade of Dar es Salaam Auxiliary Police (2001)

1.4 The National Task Force:

A National Task Force⁵ was established and mandated to prepare a national strategy on urban crime prevention for Tanzania. This task force was to consider the broad concept of safety and security informed by the global definition, the local experience and realities in Tanzanian Local Authorities. The Task Force made reference to the constitution of the United Republic of Tanzania 1977 and the Local Government Acts, which stipulate that peace, safety and security is one of the basic functions of local government authorities.

This document constitutes the first national strategy for crime prevention relying on lessons learnt from the experience of the Dar es Salaam Safer Cities Programme, experience from other countries such as Canada, and the UN-HABITAT global strategy. The national strategy takes into account the needs of each local government authority as well as the needs of diverse groups and communities. The key outputs that are expected from the implementation of this strategy are:

- reduced crime and violence rates
- increased public awareness of crime and safety
- increased local capacity to prevent crime through partnerships and participatory engagements.

The knowledge and experience gained from successful implementation of this strategy will inform national policies which impact on crime and violence prevention at all levels and the adoption of the Safer Cities approach.

5 comprised of seven directors of urban LGAs, a technical secretariat of four members and one resource person Mr. John M. Lubuva

2.0 National Strategy for Urban Crime Prevention

2.1 Aim and Purpose of the National Strategy for Urban Crime Prevention

The aim of the national strategy for urban crime prevention is to improve the quality of life of urban dwellers, particularly the poor and, in turn, support sustainable urban development. The purpose is to develop capacities at the national level to support municipalities and towns in Tanzania to prevent urban crime by reducing incidences and impacts of victimization in urban communities. The specific objectives of the National Strategy are to build national capacity and frameworks to support local crime prevention initiatives in collaboration with other national processes, programs and stakeholders and to transfer knowledge and experience to the National Safer Cities Team and to all urban local government authorities in Tanzania.

Goal:

“Cities and Towns will provide safe environments for all citizens to live in peace and harmony, where personal and asset security is assured and where incidences of crime and violence are reduced to the minimum.”

Mission:

“To build capacities of urban Local government authorities and of other local and national institutions that are responsible for enforcement of law and order, and for delivery of justice, and of communities to design and implement strategies for crime prevention to enhance safety and security”.

Primary objective:

“To build safe local environments where citizens are assured of living in peace and harmony, without fear of crime or domestic violence and where there will be security for their property in order to achieve sustainable development”.

To realize the vision and actualize the mission three strategic objectives have been identified and these will be attained through 11 strategic interventions and several activities. The strategic interventions will address specific problems with the aim to outlining measurable outputs with clear outcomes. The first strategic objective is the main focus of this document and the other two strategic objectives though equally important, constitute the means and mechanisms to attain them. These include reducing incidences of crime and violence, ensuring positive engagement of the youth, improving the urban environment and the social and economic conditions of urban residents.

3.0 Strategic Interventions:

3.1 Strategic Objective 1: To reduce incidences of crime and violence:

Statement of the problem: Threats to Safety and Security in cities and towns are increasing world-wide, due to growing poverty and inequality manifested through proliferation of slums and unplanned urbanization. The Global Report on Human Settlements 2007 of UN-Habitat shows that over the past 5 years, crime has increased by 30%, victimizing 60% of all urban residents in developing countries. The report further indicates that crime and violence are growing at 4% per year in developed countries and at 10% in developing countries. While police records indicate a drop of reported incidents from 61, 376 in 2005 to 50,816 in 2006 in Tanzania, there are many cases that are not reported. Crime impacts negatively on society through fear of victimization, loss of life and assets, drop in incomes, unemployment, displacements, evictions and diversion of investment and development funds towards security costs. Developing countries are spending up to 10% of their GDP on crime control, suppression and prevention.

The increasing rate of urban crime is caused by myriad of factors including:

- Legislation conflicts, outdated laws and poor enforcement mechanism
- Lack of effective enforcement mechanisms and double standards in enforcement of laws and by-laws
- Weak evidence of natural justice leading to decline of public trust and confidence on the effectiveness of the Police and on the justice delivery system resulting to mob justice
- Public apathy toward incidences of crime and fear of retaliation of the offenders against whistle blowers leading to perpetration of insecurity and impunity of criminal elements
- Proliferation of small arms and rampant drug abuse
- The rising trend of corruption and drug related crimes
- Inadequate involvement of key players in the urban crime prevention
- Exclusion of members of society especially the marginalized groups from the benefits of urbanization and from participation in decision making and development which encourages crime and violence



Support to Community Security groups (Sungusungu in Manzese)

3.1.1 Strategic Intervention 1: Strengthening law enforcement for crime prevention:

Statement of problem: Demands placed on the police have been subject to considerable modifications. City residents demand increased control over ‘antisocial’ behaviour and occupation of public space considered ‘harmful’ or a nuisance, behaviours related directly or indirectly to the more widespread availability and use of alcohol or illicit drugs have led to an increased demand for police intervention. Demand for police intervention in cases of family violence and sexual offences against children has also become more significant. The growing complexity of crime problems often requires new skills and approaches. The environment in which police operate has also changed. The increasing importance of private security companies may outnumber the public police services/forces and this has created a new dynamic of competition between the various policing organizations. One of the key methods that has been used recently is partnership or working in co-operation with other organizations to produce public security (justice, schools, social and health services, civil society and private security actors) which play an increasingly important role in providing safety for the citizens. Strengthening law enforcement will be achieved through the following:

1. Harmonize and update conflicting and outdated legislations
2. Establish Auxiliary Police Units in all local government authorities under Section 126 of the Police and Auxiliary Police Force Act 2002
3. Establishment, support and regularization of the Militia and ‘Sungusungu’ groups with police cooperation
4. Police participating in local prevention councils or local public security forums.

5. Implement community policing and neighborhood watch program
6. Revival and strengthening Ward Tribunals in all wards. This is an instrument of community participation in the justice system with authority to investigate and pass judgment. Though the Ward tribunal has powers to impose a fine or require compensation to be paid within limits prescribed in the Act, its primary purpose is to foster peace and harmony within community by reconciliation rather than by punitive action.
7. Creating conciliatory agencies at local level for resolution of petty disputes and replacing punitive system with preventive, rehabilitative and compensatory systems
8. Establishing national and local crime prevention structures and creating a National Center for Prevention of Crime
9. Strengthening control of illegal drugs and small arms.

3.1.2 Strategic Intervention 2: Ensuring positive engagement of the urban Youth:

Statement of the problem: Urban youth unemployment and juvenile delinquency contribute significantly to rising crime rates in urban areas. Out of school youth who are often too young to be gainfully employed, or lack necessary skills, capital or opportunities for self-employment become idle and easily gravitate into drug abuse, violent and anti-social behavior and crime. The lack of employment is exacerbated by inadequate and/or lacking of recreational facilities and where they exist, the few recreational facilities that are available are not fully utilized, leading to boredom which is a recipe for criminal behavior. Youths’ idleness is manifest in existence of criminally potential

“Vijiwe” and “Youth Camps,” some of which activities are not well known. To ensure that youth will be engaged positively:

1. Expansion of secondary and vocational education facilities to nurture the youth beyond the primary school age and to equip them with adequate knowledge and skills for gainful employment
2. Integration of the Youth into Local government authority activities and management structure e.g. youth councils
3. Creating urban Youth employment opportunities through gainful self employment activities
4. Provide adequate space and other facilities for sports and other recreation activities for the youth,
5. Promoting sports as an industry for youth employment,
6. Provide support to youth victims of drug abuse for treatment, rehabilitation and reintegration into social life
7. Involve the youth in community policing and other safety and security initiatives

3.1.3 Strategic Interventions 3: Improving Urban Environments to enhance safety and security:

Statement of the problem: The fear of crime has led to increased fragmentation and polarization of urban communities, characterized by segregation through gated communities, stigmatization and exclusion.
^b Insecurity can result in the abandonment and stigmatization of certain neighbourhoods and the development of an “architecture of fear” and the gradual establishment of so-called “fortress-cities” where response to crime has led to spatial transformation that has changed cities into protected enclaves and “no-go areas” separated by high walls, gates,

electronic surveillance cameras and private security guards. Poor management of land use plans and bad design of streets and public spaces contribute to crime and violence in urban areas. Streets and public spaces that are not visible from adjoining buildings or which are unlit are generally unsafe and encourage crime. Inadequate infrastructure especially in unplanned and un-serviced settlements which constitute 60-75% of towns and cities in Tanzania and overcrowding creates fertile conditions for crime and violence. Poor access to water and to community facilities force women and children to travel long distances thus increasing their exposure to crime. The absence of street names and street addressing make it difficult to report crime and to respond and provide timely rescue. The environment can play a significant role in influencing perceptions of safety. Certain environments impart a feeling of safety, while others induce fear, even in areas where levels of crime are not high. In this regard, planning and design measures can be utilized very successfully to enhance feelings of safety in areas where people feel vulnerable. To improve the urban environment and thus enhance safety and security the following activities will be key:

1. Improving the urban environment through better physical planning, design and management of public space
2. In collaboration with private sector, improve derelict parts of cities
3. Invest in upgrading of unplanned and un-serviced settlements
4. Provide street lighting and implement a proper street naming and street addressing system
5. Involve communities in the urban planning and design process and in plan execution, e.g. through safety audits especially for women, children, youth and other vulnerable groups
6. To cultivate a culture of maintenance of infrastructure and services and prevent vandalism

3.1.4 Strategic Intervention 4: Improving the social and economic conditions of urban residents:

Statement of the problem: There are several complex social, economic and cultural factors that can contribute to urban crime and victimization including widespread poverty and growing income disparities; gender-based violence, the impact of HIV/AIDS with the attendant growing number of orphans, street children and beggars; homelessness and overcrowding. Lack of traditional clan and extended family based social security systems in urban situations which could offer protection to the vulnerable sections exacerbate the conditions. To improve the social and economic conditions of urban residents the following activities will be promoted:

1. Identify vulnerable groups and design community based social safety nets
2. Develop income generating projects for women, victimized persons and vulnerable groups
3. Strengthen social prevention initiatives by local government authorities, non-governmental agencies, religious

institutions and others to address underlying causes of crime such as unemployment, lack of income generation opportunities or skills

4. Care and treatment of HIV/AIDS infected persons
5. Empower women and promote gender equality
6. Empowering the community and leaders in the community to be able to deal with the issue of gender violence
7. Promoting private sector involvement in community safety initiatives

3.2 Strategic Objective 2: Enhancing implementation capacity:

The second objective relates to capacities and competences that are required to implement and to coordinate safety and security programs at the local and national levels. These include knowledge, human and financial resources that need to be mobilized and managed so as to provide safety for all in an integrated and co-ordinated fashion.



Safer Design, planning and management is crucial for crime prevention

3.2.1 Strategic Intervention 5: Development and sharing of knowledge on crime prevention approaches and experiences.

Statement of the problem: Knowledge management which involves gathering, interpretation and exchange of knowledge will be key to the development and sharing of useful, practical examples on crime prevention. Knowledge transfer will increase community capacity to address local crime and victimization issues through the transfer and dissemination of what works and what does not work. At present there exist gaps on current knowledge and information in urban crime and violence, which include perceptions of safety amongst community members, identifying the most vulnerable groups in society and community feelings about institutional responses to crime. Knowledge management will contribute to improved understanding of efficient and effective crime prevention approaches through:

1. Conducting victimization surveys, safety audits and assessment and evaluation of institutional responses to crime, their failures and successes and Create database on urban crime and crime prevention activities.
2. Documenting best practices and support to other local government authorities in the country synthesize and package lessons learned and replicable model projects and disseminate such information as widely as possible.
3. Networking and collaboration between local government authorities and with other agencies to learn from the experience of others;
4. Create partnerships to foster information sharing on crime prevention.
5. Draw on lessons and experiences from initiatives implemented by

Dar es Salaam and other urban local government authorities through the Safer Cities project particularly in involving stakeholders and communities;

6. Involve anchor institutions in crime prevention research,
7. Make an evaluation of project activities to correct mistakes and improve performance,
8. Implement knowledge transfer programs between local government authorities and also between national, regional and local level.

3.2.2 Strategic Intervention 6: Improve human resources capacity

Statement of the problem: Adequate number of appropriately skilled and motivated personnel is a key factor of success in crime prevention. Local government authorities in Tanzania face several staffing challenges including insufficient number of staff, especially those with the required qualifications and skills, inability to attract and retain qualified staff and high rates of turnover of staff due to inadequate motivation. This will be realized through the following:

1. Conduct a needs assessment study for human resources,
2. Provide training at national and local level;
3. Recruit appropriately qualified personnel,
4. Involve anchor institutions in curriculum development, training and in public education and awareness creation

3.2.3 Strategic intervention 7: Mobilize adequate resources to finance urban crime prevention:

Statement of the problem: Effective implementation of these strategies for crime prevention will require considerable financial outlay beyond the capacity of the smaller urban local government authorities. For example, when they are established, Auxiliary police units will need accommodation, equipment and remuneration. Local government authorities will also be required to meet training costs of the Auxiliary police. Similarly for Ward Tribunals to be effective, local government authorities will have to make available office space, stationery and allowances for their members. Subsequently some costs will also be required to facilitate awareness creation and sensitization efforts through workshops, seminars, printed materials (leaflets, brochures, etc) and the media. A sound financing mechanism is therefore required to implement the strategy. Mobilizing adequate resources to finance urban crime prevention through:

1. Design and implement own source revenue enhancement programs in local government authorities
2. Implement cost recovery mechanism through fines and penalties by more effective law enforcement
3. Create a budget line and apply own source revenue for crime prevention activities in each local government authorities
4. Allocate and earmark central transfers for example through Urban Development and Environment Management Capital Development Grant and from other sources for crime prevention activities
5. Encourage the private sector and communities to contribute resources for crime prevention
6. Seek support of development partners

that are willing to help cities in developing countries improve their ability to implement measures that effectively address crime and violence without being donor dependent,

3.3 Strategic Objective 3: Establishing effective implementation modalities

The strategies in this category focus on the mechanism by which the output objectives shall be achieved and they include community participation in crime prevention, effective decentralization of the functions, alongside with devolution of the mandates, resources and competences for crime prevention, effective coordination of the many actors, and building partnership and coalition of the key role players.

3.3.1 Strategic Intervention 8: To increase sustainable community action and enhance public participation in crime prevention

Statement of the problem: All actors from the public, private and civil sectors including local and central government institutions, business organizations, professional associations, trade unions, producers associations and cooperatives, civil society organizations, research and training institutions, and donors must be involved in the urban crime prevention activities. The National Crime Prevention Strategy (NCPS) for Canada (PSEPC 2005) states that 'partnerships and coalitions of key governmental and non-governmental stakeholders are necessary in order to strengthen our common efforts to reduce crime and victimization in high risk/ high crime communities and with vulnerable groups. An example of Queensland Crime Prevention Strategy demonstrate it commitment on building safer communities by tackling the causes of crime as well as response to law

and order through community participation. Partnerships provide an opportunity to embed crime prevention through social development approaches, policies and practices of organizations that impact community safety – from law enforcement to social housing. Increasing sustainable community action and enhancing participation will be realized through the following:

1. Carry out local safety diagnosis to identify key actors and potential partners and Create coalitions and partnerships among key players
2. Sensitize all partners and continuously educate the public regarding effective crime prevention strategies so that all urban communities can benefit from the range of crime prevention models, tools and procedures available in dealing with crime.
3. Enhance the role of local government authorities in Community Policing and Neighborhood Watch programs;
4. Support community prevention initiatives, with special emphasis on security groups, groups at risk and victimized (women and children, elderly, disabled, youth);
5. Empower civil society organizations (CSOs) to contribute effectively in community action, prevention,

targeting individuals, families and social groups;

6. Create an effective implementation structure to coordinating activities of the partners

3.3.2 Strategic Intervention 9: To coordinate multilevel action and support for crime prevention efforts

Statement of the problem: Safety and security issues cut across sectors, require a variety of skills and transcend all levels of governments, involving the private sector and communities as well. As such all national policies impact on safety and security but the policies are uncoordinated at implementation level in the local government authorities. Not all implementers are well informed of the policies and the public are generally unaware of existing policies. This will be addressed through the following:

1. Strengthen coordination across levels of government, particularly of the local government authorities with central government, regional and district authorities,



Integration of youth into development activities through income generation projects (car-wash) and crime prevention initiatives

2. Strengthen coordination between local government authorities, correctional agencies and the private sector,
3. Strengthen coordination of the private sector, civil society organizations (CSOs) and community actors
4. Create linkages and coordinate with other programs such as Local Government Reform Program, Legal Sector Reform Program, Local Government Support Programme, etc
5. Sensitization and awareness creation on national policies
6. Strengthen coordination of sector policies including social services and justice delivery policies, as well as central-local inter-departmental cooperation

3.3.3 Strategic Intervention 10: To effectively decentralize crime prevention by devolution:

Statement of the problem: Despite a clear constitutional and legislative mandate, local government authorities in Tanzania have not been fully involved in crime prevention. On the other hand decentralization by devolution is also not well known and generally not readily accepted by Sector Ministries. Consequently sector ministries tend to devolve functions to agencies rather than decentralize them to local government authorities. Where functions are decentralized there is often no parallel devolution of mandates or resources to enable effective and efficient execution of the decentralized functions. This should be addressed through:

1. Effectively decentralize crime prevention to local government authorities by devolving mandates and resources to them;
2. Mainstreaming crime prevention in local government authority organizational structure and functions;

3. Revision of the composition of the District and Regional Defense and Security Committee membership to include directors of local government authorities

3.3.4 Strategic Intervention 11: To ensure effective linkage with other programs that have a bearing on safety and security

Statement of the problem: There is a multiplicity of programs that are being implemented in urban local authorities across the country which are initiated by the local government authorities or promoted by the government, civil society or external support agencies. The success of such programs may impact on or depend upon issues of crime and security. Linkage will be strengthened by:

1. Making inventory of the relevant programs;
2. Defining appropriate linkage mechanisms

This section identifies the roles of key actors and potential partners in crime prevention. The key stakeholders in urban crime prevention include LGAs, PMO-RALG, the police, correctional and justice delivery institutions and specialized institutions, private sector, professional associations, trade unions, producers associations and cooperative societies, civil society organizations, communities, training and research institutions and development partners.

Partnerships are key in achieving safety and security and should be reinforced so as to share knowledge, know-how and coordinate resources and also to benefit from complementary resources. All have a role to play in implementing local crime prevention initiatives:

4.0 Stakeholder Analysis:

4.1 The role of local government authorities

The responsibility of local government authorities for maintaining peace, safety and security is stipulated in various national policy documents and legislations as stated in the introduction section 1.2. local government authorities are responsible for developing local initiatives for crime prevention and for monitoring and evaluation of the programs. local government authorities will also be responsible for establishing data banks on crime, conducting safety audits and victimization surveys, and developing crime prevention initiatives through a process of participatory consultations with communities and other stakeholders. Other responsibilities of the local government authorities will include identification of vulnerable groups and devising means to reduce risk and they will play a leading role in the implementation of outcome related strategies such as creation of conciliatory agencies at local level for petty disputes and providing support to them.

Lower level units of local government authorities including the wards and 'Mitaa'

will be the focus for implementation of the urban crime prevention strategy. Elected and appointed leaders at this level will take responsibility of community mobilization and for all community based initiatives such as community policing, contribution of resources, implementation of income generating projects, maintenance of infrastructure and services and preventing vandalism, positive engagement of the youth and many others which will take place at the lower level units of local government authorities.

4.2 The Role of Prime Ministers Office-Regional Administration and Local Government (PMO-RALG)

The primary role of PMO-RALG is to provide support for local government authorities countrywide to implement the Safer Cities approach in crime prevention. PMO-RALG will also provide technical support to local government authorities, avail relevant documentation, provide information on international experiences in dealing with safety and security issues and contribute inputs to the preparation of training modules to the



Launching of Safer Cities Initiative involves all key players at Municipal level (e.g the Police)

selected anchor institutions for training of staff in local government authorities, through the Safer Cities Program. Additionally, PMO-RALG will provide funding through the Urban Development and Environmental Management Capital Development Fund (UDEM CDG) for preparation of action plans and for implementing proposed interventions or projects on urban safety and security, thereby enabling the local government authorities to mainstream issues of urban crime prevention in their annual Medium Term Expenditure Framework activities. PMO-RALG will also facilitate implementation of policies related to urban crime prevention and link between local government authorities, ministries and other central government institutions.

4.3 The Role of Central Government Ministries, Departments and Agencies

Because safety and security touches upon all aspects of human lives, all Central government Ministries will have important roles in ensuring that government policies are consistent with and supportive of urban crime prevention in order to enable cross-sector coordination during the implementation of the national urban crime prevention strategy. Where necessary ministries should review their policies, revise and harmonize legislation to facilitate implementation of the strategy and allocate funds in their annual budgets for capacity building of implementing agencies including local government authorities and for monitoring of implementation of all aspects of the strategy that are relevant to their sector activities.

The police, correctional institutions, justice delivery institutions and specialized institutions such as the Prevention and Combating of Corruption Bureau (PCCB), the Drug Control Commission (DCC), Ministry of Education, Ministry of Youth Development, Ministry of Planning, Ministry of Housing, Ministry of Sports will all have a role to play

in providing technical support including training to local government authorities, civil society organizations and communities in their respective areas of specialization.

4.4 Role of Civil Society Organizations (CSOs) and Faith Based Organizations (FBOs)

Civil Society Organisations have a crucial role to play in mobilizing and educating communities, linking with government organs and communities by providing a structured forum for consultation with the public. Many Tanzanians are strong believers and religious leaders command much respect of their followers. Faith Based Organizations will be requested to mobilize communities and to advocate for righteous behavior.

4.5 The Role of Communities

Communities have the largest responsibility in implementing local crime prevention initiatives, from the design to the implementation, monitoring and review of crime prevention activities. The safer cities approach embraces a participatory approach. Communities can even contribute resources and actively undertake neighborhood watch activities by joining or contributing resources to facilitate participatory community policing teams. In addition it is a statutory obligation of the community to report on incidences of crime, report on suspicious behavior and participate in conducting arrest, search and to seize property connected with crime so as to suppress crime.

4.6 Role of Anchor and other Training Institutions

To develop curriculum on special training for social workers, planners and policemen to equip them for joint action and for involving

the entire community in crime prevention and to conduct research on crime and victimization.

4.7 Role of Development Partners:

While crime prevention is essentially a local agenda, global partners have a vital role to play and it is important to recognize and seek for mutual benefits from the vital role of development partners including the UN-HABITAT in the following aspects:

- Support advocacy on local crime prevention, policy development on human settlements and on the governance dimensions of crime prevention,
- Document and analyze experiences, and develop and disseminate tools and best practices for local government authorities and other actors.

- Facilitating technical cooperation, advisory services, and international and regional networks of resource institutions and partners
- Strengthening the capacity of, and support national government, local government authorities and civil society organisations in the development of crime prevention programs
- Increasing the availability, exchange and knowledge sharing options through technical assistance, especially the South and South as well as the South and the North interface;
- Providing technical support and training.



Stakeholder Consultative workshop during the launching of Safer Cities Initiative at Municipal level

5.0 Implementation Modalities

Two thirds of the interventions to implement the national urban crime prevention strategy will take place at the level of local government authorities and communities while only about one third will be at the national level. A coordinated implementation across levels of government will be necessary to ensure success, which requires a good institutional mechanism.

5.1 Institutional structures

To achieve the objectives of this Strategy, there should be a clearly defined institutional structure with clear assignment of roles and responsibilities at all levels of implementation:

5.1.1 National level

The Steering Committee and Technical Committee of the Safer Cities Tanzania Programme should be strengthened to include the Ministry of Finance and Economic Planning, the Ministry responsible for Social Welfare as well as representation the private sector and civil society. The Government representatives from the Prime Minister's Office, Regional Administration and Local Government (PMO RALG), Ministry of Lands, Housing and Human Settlements Development should play a key role in the Safer Cities meetings and decisions.

5.1.2 Local Government Authorities level

Implementation of the strategy will be coordinated at the local government authorities level. To begin a local crime prevention initiative a co-ordinating team is required within which two key people are needed:

- A coordinator, who initiates the process, brings people together, motivates, spurs to action, manages the crime prevention team and the local crime prevention initiative, and guides it through the phases, and;
- A champion, who works with the coordinator, providing official status and political backbone for the initiative. Ideally, the champion is the Mayor, or another high-level political person.

The specific roles and functions of the local government authorities have been defined in paragraph 4.1 of this strategy document and the explicit activities of the urban local government authorities are elaborated in the Action Plan in paragraph 6.0 of this strategy document. Other statutory responsibilities of the local government authorities which remain pertinent to achieving the objectives of this strategy are the following:

- To maintain and facilitate the existence of peace, order and good governance within their areas of jurisdiction;
- To promote the social welfare and economic well-being of all persons within their areas of jurisdiction;
- Subject to the national policy and plans for urban development, to further the social and economic development of their areas of jurisdiction;
- To make necessary measures to protect and enhance the environment in order to promote sustainable development;
- To give effect to the meaningful decentralization in political, financial and administrative matters relating to the functions, powers, responsibilities and services of all levels of local government authorities;
- To promote and ensure democratic participation in and control of decision making by people concerned; and

- To establish and maintain reliable sources of revenue and other resources enabling local government authorities to perform other functions effectively and to enhance financial accountability of local government authorities, their members and employees.

5.1.3 'Mtaa' and Community level

Elected and appointed leaders at the Ward and 'Mtaa' level will take responsibility for community mobilization and for all community based crime prevention initiatives such as community policing, community resources mobilization and implementation of income generating projects. NGOs and CBOs will be engaged to organize communities and to sensitize members on their roles and responsibilities. Communities will be involved in the design and implementation, and in monitoring and review of crime prevention activities. Other community responsibilities are:

- To contribute resources and to actively undertake neighborhood watch activities,
- To constitute participatory community policing teams and 'Sungusungu' groups and contribute resources to facilitate community policing and neighborhood watch activities,
- Reporting on incidences of crime, or suspicious behavior which is a statutory obligation, and
- Ensuring maintenance of infrastructure and services by preventing vandalism.

5.2 Monitoring mechanism

Policies and strategies require monitoring and periodic review for them to respond to changing circumstances. In the absence of a monitoring program policies and strategies can become obsolete and unrealistic. In order to ensure that effective ownership of

the urban safety agenda is built at the local level, the strategy will be monitored through participatory mechanisms which include regular consultations with partners, to review implementation and advances on jointly formulated work plans. A working group of key partners is recommended in order to ensure stakeholder participation in project formulation (yearly work plans design), implementation, follow-up, and evaluation. The group will be composed of a representative and relevant group of partners at each local government authority.

The Action Plan categorizes the main activities that aim to attain the strategic objectives into short, medium and long term interventions. Short term interventions are those that can be implemented within one Medium Term Expenditure Framework (MTEF) planning period of three years. Medium Term interventions are those which cannot be realized within the MTEF span but do not exceed five years. Interventions that require more than five years to realize are categorized as long term. While strategic interventions that will take place at the national level are intended to facilitate the rolling out of the national program, those for local level are only indicative and are intended to enable national consistency during implementation. Individual local government authorities should have autonomy to chart their own detailed action plans according to their priorities which will be based on prevailing local conditions and needs.

6.0 Action Plan for Implementing the Strategic Interventions:

Table 6.0: Action Plan for Implementation of the Strategic Interventions

STRATEGIC INTERVENTIONS	NATIONAL LEVEL ACTIVITIES	LOCAL LEVEL ACTIVITIES	TIME FAME
Strengthening law enforcement	Assist to establish Auxiliary Police Units in all local government authorities	Establish Auxiliary Police Units in all local government authorities	Short Term
	Support establishment and regularization of Militia and 'Sungusungu' groups	Establish, support and regularize Militia and 'Sungusungu' groups	Medium Term
	Provide Militia and 'Sungusungu' groups with police cooperation	Revive and strengthen Ward Tribunals	
	Harmonize and update conflicting and outdated legislations	Harmonize and update conflicting and outdated by-laws	
	Establish national crime prevention structures	Establish local crime prevention structures	
	Strengthen control of illegal drugs and small arms	Create conciliatory agencies for resolution of disputes	Long Term
	Create National Center for Crime Prevention	Replace punitive system with preventive, rehabilitative and compensatory systems	
Urban Youth Engagement	Support expansion of secondary and vocational education facilities	Expand secondary and vocational education facilities	Short to Medium Term
		Form Youth Councils to integrate them into local government authority activities and management structure	
		Create urban Youth employment opportunities	Medium to Long Term
		Involve the youth in community policing and other safety and security initiatives	
		Provide treatment, rehabilitation and reintegration of drug abuse victims	
		Provide adequate sports and recreation facilities	

STRATEGIC INTERVENTIONS	NATIONAL LEVEL ACTIVITIES	LOCAL LEVEL ACTIVITIES	TIME FRAME
Improving Urban Environments	Improve physical planning and design guidelines	Provide street lighting	Short Term
		Implement street naming and street addressing system	Medium to Long Term
		Improve physical planning and design practice	Medium to Long Term
		Involve communities in the urban planning and design	
		Upgrade unplanned and underserved settlements	
		Improve derelict parts of cities	
Improving urban social and economic conditions	Improve women's safety through empowerment policies and strengthening legislation	Provide HIV/AIDS Care and treatment services	Short Term
		Identify vulnerable groups	Medium Term
		Conduct Safety Audits for Women	
		Develop income generating projects, for women, victimized persons and vulnerable groups	
		Strengthen institutional social prevention initiatives of local government authorities and civil society organisations	
		Design community based social safety nets for vulnerable groups	
		Implement women empowerment programs and promote gender equality	

STRATEGIC INTERVENTIONS	NATIONAL LEVEL ACTIVITIES	LOCAL LEVEL ACTIVITIES	TIME FRAME
Knowledge Management	Involve anchor institutions in crime prevention research	Learn from initiatives implemented by Dar es Salaam and other urban local government authorities through the Safer Cities Project	Medium Term
	Synthesize and package lessons, best practices and model projects and disseminate the information	Conduct victimization surveys, safety audits and assess local institutional responses to crime	
		Document local best practices	
	Support networking and collaboration between local government authorities and other agencies	Create partnerships to foster collaboration and information sharing on crime prevention between local government authorities	
	Support partnerships to foster information sharing on crime prevention		
	Conduct evaluation of national program implementation to improve performance	Conduct evaluation of local project activities to improve performance	
	Create database on urban crime and crime prevention activities	Exchange knowledge and experiences between local government authorities	Long Term
Implement knowledge transfer programs across all levels			
Human Resource Capacity	Implement a Needs Assessment study for human resources	Conduct a Needs Assessment study for human resources	Medium Term
	Provide training at national level	Recruit appropriately qualified personnel	
	Involve anchor institutions in curriculum development and in training	Involve anchor institutions in training, public education and awareness creation	Medium Term
Financial Resources	Allocate earmarked grants for crime prevention	Enhance local government authorities own source revenue	
	Encourage private sector and community -participation	Implement cost recovery mechanism (fines, penalties)	
	Seek support of development partners	Cooperate with development partners	
		Create a budget line on own source revenue	
		Encourage private sector and community contributions	

STRATEGIC INTERVENTIONS	NATIONAL LEVEL ACTIVITIES	LOCAL LEVEL ACTIVITIES	TIME FRAME
Public Participation		Design public education on effective crime prevention strategies	Medium Term
		Implement Community Policing and Neighborhood Watch programs	
		Support Community prevention initiatives, with focus on at risk groups and crime victims and target individuals, families and communities	
Coordination	Sensitization and awareness creation on national policies	Sensitization and awareness creation on national policies	Short Term
	Strengthen coordination of state and non-state actors	Strengthen coordination of the private sector, civil society organisations and community actors	Medium Term
	Strengthen Coordination across government levels	Strengthen coordination between local government authorities, correctional agencies, the private and civil sectors	
	Create linkages and coordinate with other programs such as LGRP and Legal Sector Reform Program	Strengthen coordination of implementation of sector policies	
	Strengthen coordination and make regular reviews of sector policies		
	Strengthen central-local inter-departmental cooperation	Strengthen local inter-departmental cooperation	
Effective Decentralization	Devolve mandates and resources to local government authorities	Mainstream safety and security issues in local government authority organizational structure and functions	Medium Term
	Review composition of the District and Regional Defense and Security Committee membership to include directors of local government authorities		
Build Partnerships and Coalitions of key actors role players			Medium to Long Term

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(Endnotes)

a World Bank 2000 report, Voices of the Poor - Can Anyone Hear Us?, Deepa Narayan, March 2000

b Caldeira (1996a) writes 'the talk of crime is the principal discourse in Sao Paulo everyday life'. The perception that the institutions of order, particularly the police, are also violent has magnified the fear and led to the growth of private guard systems.