

**A DESCRIPTIVE ANALYSIS OF THE IMPLEMENTATION OF COMMUNITY
POLICING FORUMS IN THE LEBOWAKGOMO AREA**

BY

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DECLARATION

I declare that **A DESCRIPTIVE ANALYSIS OF THE IMPLEMENTATION OF COMMUNITY POLICING FORUMS IN THE LEBOWAKGOMO AREA** represent the researcher's own work, both in conceptions and execution. All the sources that I have consulted, used or quoted have been acknowledged by means of complete references.

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S.P MAMOSEBO

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CHAPTER 1

GENERAL ORIENTATION TO THE RESEARCH

1.1 INTRODUCTION

The community policing philosophy is a relatively new approach in South Africa. It was established in 1990 during the Convention of a Democratic South Africa (CODESA) and other forums which were involved in political developments in the country at that time. The Interim Constitution of the Republic of South Africa, 1993, South African Police Service Act 68 of 1995, and the Constitution of the Republic of South Africa, 1996, are the results of this political development. After promulgation of the South African Police Service Act 68 of 1995, a policy framework for community policing was issued wherein all police stations were expected to be involved in Community Police Forums (CPFs). It is against this background that the envisaged research is conducted on the implementation of community policing in the Lebowakgomo policing area. A similar study was conducted by Sebola (2006) in the Polokwane policing area. It was found that various projects such as Child-in-sports and Cop- Soccer were established to enhance collaboration between the police and members of the community.

1.2 RESEARCH PROBLEM

Historically, in most parts of the country including Lebowakgomo Township, there was a considerable lack of co-operation between the police and the community. The country was experiencing social unrest and a high crime rate. Due to this legacy, interim committees such as Street Committees, Self-Defense Units, and Self Protection Units were established before 1994, as alternatives to the South African Police Service. On the other hand, the National Peace-keeping Forces were launched as an official structure, to assist the police in addressing crime problems. These interim committees did not operate for long as most of their members had ulterior motives ranging from monetary benefits to political opportunism. The police did not know how to involve members of the community in policing matters. Under these circumstances, it became necessary for the establishment of Community Policing

Forums (CPF's). It was in the interest of the South African Police Service that all police stations should establish Community Policing Forums (CPF's) in their respective police precincts in order to build partnerships with communities to solve crime-related problems (Paneras, 2002:3). The Lebowakgomo Police Station also had to follow suit and ensure that its CPF (formed in 1996) performed as guided by the policy framework for Community Policing Forums (South African Police, 1997). There is no previous study made to investigate the implementation of the CPF's in Lebowakgomo. As such, the envisaged research is necessary.

1.3 LITERATURE REVIEW

1.3.1 Background to the Research Problem

The biggest dilemma that the South African Government experienced after 1994 was the integration of the members of the police from eleven police agencies of the former homelands and those from the non-statutory forces into a single democratic police service for the country. This was done to comply with the political dictates of a new, united, South Africa. Due to the political history of South Africa it was difficult for the government to convince the community to work with the police, because the relationship between the police and the community was so badly eroded that there was lack of trust and co-operation, which are important elements/aspects for the purpose of crime prevention (Badumuti, 1996:7). This happened because the police were used to defend apartheid laws rather than focusing on crime. Nel and Bezuidenhout (in Sebola, 2006:5) confirm that throughout the apartheid era, members of the South African Police Force were trained and motivated to control, rather than protect communities. Continued mistrust existed between the police and the community and political violence forced the government to adopt the community policing philosophy as an alternative approach to crime problems.

The necessity of community policing was not recognised by the current government only, even the Honourable, Mr. Vlok, the then Minister of Law and Order during apartheid years, had once indicated that fragmented and *ad hoc* efforts to address serious crimes were futile and pointless. He further stressed the need for an integrated approach with the community to solve problems of crime and lawlessness (Mofomme, 2001:1). To ensure the proper implementation of community policing in all police

stations throughout the country, the following documents were issued by the post-apartheid government:

- The Constitution of the Republic of South Africa, 1996;
- Community Policing: Policy Framework and Guidelines (A manual for the South African Police Service, 1997);
- The White Paper on Safety and Security (1998); and
- The South African Police Service Act of 1995.

Besides all these efforts by the government, the Community Policing Strategy has been unable to achieve its desired objectives. Both the police and members of the community at the time ignored or disregarded the community policing philosophy which is based on the principle of partnership problem solving, the community police officer, pro-active actions and officer involvement in decision making (Sebola, 2006:6). The suspected failure of the police and the community to accept and implement community policing, is based on the premise that there is a lack of understanding of what community policing is, how it should be implemented and by whom (Badmuti,1996:7). Some view community policing as an ideology brought in by the African National Congress (ANC), and a strategy that minimised the power of the police in dealing with crime. On the other hand, others are using community policing to pursue their political interests while the SAPS management is trying to own it as their product (Sebola, 2006:6).

According to Badumuti (1996:7), community policing should not be incident-driven like conventional policing, but it should deal with the root causes of the crime problem and not its symptoms. In Community Oriented Policing (COP), management should not be top down, but a democratic one that even decentralises the power to all levels. It is necessary that all structures within the communities, non-governmental organisations, governmental sectors and religious groups be afforded the opportunity to participate actively in the implementation of community policing in their neighborhood (Sebola, 2006:6).

In other developed countries, community policing is successful because, not only senior officers are involved, but the whole police department is responsible for its

implementation. In Britain, for instance, Community Police Officers are involved in community policing, in Canada, the Royal Canadian Police engage in the delivery of community policing services and in the United States of America, all police personnel are involved in community policing (Morrison & Conradie, 2006:16). In the SAPS, only senior officers are attending the Community Policing Forum meetings while police from the lower ranks do not attend the meetings (Badumuti 1996:7). In fact, police members from lower ranks are the ones who should participate fully in the activities of community policing.

1.3.2 Adoption of Democracy

Before 1994, the South African Police had extraordinary powers under the law and suppressed basic human rights, especially those of disenfranchised groups. According to Nel & Bezuidenhout (1995:56), with the adoption of democracy, the new government had to deal with a paradigm shift in the police department. During 2007, the African National Congress (ANC) held a conference at Polokwane where it was decided that the South African Police Service should be changed to a Police Force and other specialised units, such as Child Protection Units should be Family Violence, Child Protection and Sexual Offences (FCS). The Directorate of Special Operations (Scorpions) and the Diamond and Gold units were phased out. Then new units such as the Directorate of Priority Crime Investigation (DPCI or Hawks) emerged and new concepts of Sector Policing were created.

The adoption of community policing philosophy was seen as one of the initiatives the government initiated in order to improve poor relationships that existed between the police and the vast majority of the South African population. Lockyer (1999:4) regards community policing as a philosophy, management style and organisational design that promotes pro-active problem-solving and police-community partnerships to address the causes and fear of crime, as well as other community issues. According to Trojanowicz and Trojanowicz (1998:4), community policing is based on the joint effort of citizens and police towards solving neighbourhood problems in order to satisfy the expressed needs of citizens and to enhance the residents' quality of life. It is believed that the police can be more effective if they can reduce their reliance on traditional methods of policing and rely, instead, on tailor-made responses to specific problems.

Such responses can co-ordinate the activities of people and agencies both inside and outside the criminal justice system. According to Friedman (1992:44), traditional reactive policing has little impact on the fear of crime. Apparently citizens are not greatly affected by police responses in terms of their personal sense of security vis-à-vis street and violent crimes. Perhaps it is important to note that community policing can be successful only if members of society take responsibility of their neighbourhoods.

1.3.3 Kansas City Preventive Patrol Experiment (KCPP)

According to Roelofse (2007:89) a revolutionary project, the Kansas City (Missouri) Preventive Patrol study detailed the South Patrol Division 's 15 into three kinds of beats:

- In five reactive-only beats, routine preventive patrol was eliminated entirely patrol cars were dispatched only when calls for service received.
- In the five control beats, routine preventive patrols remained at the standard one-car per ratio.
- In the five proactive beats, the intensity of routine preventive patrol was increased by doubling or tripling the normal ratio.

He alleges that the results of the KCPP had profound implications for the traditional crime control world. Some of the more prominent findings are:

- Rates of reported crimes showed no difference among the different beats.
- Those crimes believed to be most susceptible to control through preventive motor patrol, auto theft, burglary, theft from motor vehicle larceny and vandalism showed no discernable impact of the number of cases according to victimisation studies performed.
- Citizen attitude towards police showed minimal consistent difference and no apparent across the three different types of beats. Fear of crime did not decline.
- Citizen satisfaction with the police did not improve in the experimental areas (Trojanowicz, Kappeler Gaines and Bacqueroux, 2007:97-88).

It is obvious that the KCPP has raised considerable debate and has raised serious questions about random motor patrol's immediate ability to prevent crime simply by its presence.

Community policing is rooted in team policing, police-community relations, crime prevention and has become tactical in nature. The acceptance and adoption of the community policing philosophy in South Africa was a sensitive and difficult task for both members of the community and the police. This can be ascribed to the fact that members of the police were trained and motivated to control rather than protect the community (Roelofse, 2007: 89). In turn, members of the community found it difficult to accept the police in their community because of past atrocities. To bridge the gap between the members of the police and the community, CPF's were introduced as well as policy framework and guidelines to ensure proper implementation of the program.

De Beer, Kriel, Kruger, Sampson, *et al.* (2003:269) emphasises the establishment of police community partnerships and a problem solving approach to the needs of the community. The manual further stipulates the following mandate and functions of the Community Police Forums:

- establishing and maintaining a partnership between the community and the police service;
- promoting communication between the police service and the community;
- promotion and co-operation between the police services and the community in fulfilling the needs of the community regarding policing;
- improving the rendering of police services to the community at National, Provincial and Local levels;
- improving transparency in the service and accountability of the service to the community; and
- promoting joint problem identification and problem solving by the service and the community.

The National Guidelines for Community Police Forums and Provincial Boards clearly state that all members of the SAPS are responsible for the implementation of community policing (De Beer *et al.*,2003:236). Provincial commanders, cluster commanders and station commanders are responsible for the establishment of

Community Policing Forums (CPF`s) and Boards in their respective areas. The offices of the members of the Executive Councils and the Provincial Secretariat for Police have an oversight and monitoring function with regard to the establishment and sustainability of Community Policing Forums and Boards (De Beer, Kriel & Kruger, 2003:216).

Community Policing Forums (CPF`s) are a means to facilitate the partnership between the police and the community and to engage in joint problem identification and consultative problem solving. It should not be seen as a structure to promote personal interests or secondary objectives. The Community Policing Forums and Boards are to be established, and should be representative of the community with an effort to facilitate a process of problem solving (De Beer, *et al.*, 2003:216). Community Policing Forums and Boards do not have direct executive powers over the police. These are structures that are intended to enhance consultative and participatory decision making with regard to the needs and priorities of the communities served by the police. Membership and participation at Community Policing Forums and Boards is a voluntary community service. De Beer, *et al.*, (2003:269) further emphasises that the functions of the Community Policing Forums are to promote local accountability of the service. However, this is not the case within the Lebowakgomo policing area. The communities within the research area are not fully involved in policing matters as stipulated in the policy framework and guidelines of the CPF.

The members of the ruling party, the African National Congress, are trying their best to mobilise community members to support the initiatives, but the process is unable to move. The researcher as a police officer of the area has observed that there are various reasons for this. Firstly, some police officials do not allow and encourage community members to participate in the CPFs. Secondly, community members are reluctant to actively take part in the CPF's. Thirdly, there is also a lack of programmes to stimulate the participation of individuals, youth, businesses and religious institutions as CPF members. It is also important that youngsters with a potential for leadership should be trained to participate in the management of youth clubs.

1.4 PURPOSE OF THE STUDY

The following aim and objectives of the study outline the purpose of the study.

1.4.1 The aim of the study

The aim of this study is to analyse and describe the implementation of the Community Policing Forums (CPFs) and Sub-forums in the Lebowakgomo policing area.

1.4.2 Objectives of the Study

The objectives of the study are as follows:

- to describe the level of co-operation between the Community Policing Forums and the SAPS.
- to describe the activities of the Community Policing Forums and Sub-forums in the Lebowakgomo (policing area) to improve service delivery to the public.
- to assess the level of perception of respondents on the police and CPF success / failure.
- to make recommendations to the police / CPF.

1.5 RESEARCH QUESTIONS

- How is the implementation of the Community Policing Forums and sub-Forums in the Lebowakgomo policing area managed?
- How are the Community Policing Forums and the Police co-operating with each other in the research area?

1.6 RESEARCH METHODOLOGY

This study has been conducted on the descriptive level in order to obtain knowledge about the implementation of Community Policing Forums in the Lebowakgomo policing area. The framework adopted in this study is that of a qualitative approach since it produces data by seeing the world from the participants' point of view on specific issues (Brynard & Hanekom, 1997:42). By using a qualitative approach, the

researcher was able to get insight into the opinions, ideas and frustrations of participants. This approach was also followed by Roelofse & Manganyi (2011:87) in their study of community policing in Muchipisi Village.

1.6.1 Research Design

The unit of analysis of this study is both the individual and the group. Semi-Structured interviews with individual CPF members and focus groups of CPF members were conducted.

1.6.2 Sampling

Cluster Sampling is a sampling technique used when natural grouping are evident in a statistical population. In this technique, the total population is divided into these groups and a sample of the group is selected. Then the required information is collected from the elements within each selected group (Punch, 2008:97). This may be done for every element in those groups or a subsample of elements may be selected within each of these groups.

Van der Walt (1984:79) states that sampling in this case consist of the creation of number of external homogenous but internally heterogeneous clusters in the relevant population and subsequent random selection of one or another of these clusters. The researcher had three clusters in the sample, which are the police (sector managers), the CPF and the community. In the study the researcher selected respondents from three clusters from which data have been collected.

- CPF members = 10
- Sub-forum managers= 10
- Sector Managers = 5

All five (5) sector managers and ten (10) members of Community Policing Forums and ten (10) of fifty two (52) Sub-forums in the research area will be included in the sample. Due to the small number of the sectors sampling is not required as all five (5) managers have been interviewed. Ten (10) of fifty two (52) sub-forums, respondents were included in the sample using a convenient sampling by using those who were available and willing to participate in the study.

1.6.3 Data Collection

Data have been collected by means of structured interviews. The interviews started with the description of the aims of the study to the participants. This was done in order to establish a comfortable and neutral environment, with the hope to establish rapport. Respondents would be asked about their role in community policing. Semi-structured interviews were conducted with sector managers as well as with Community Police Forum members. The fact that the researcher is in the police service places him in a good position to generate valuable information from a police perspective.

The interview method is preferred because it is a direct method of obtaining information in a face-to-face situation. The disadvantages are that the method may be time consuming since interviews are difficult to arrange. However, the method is preferred above written questionnaires because the interviewer has the opportunity to probe the subject in question (Behr, 1983:33). In addition, the interviewer can add a clarifying remark when the respondents do not understand the question whilst also being able to ask clarifying questions.

1.6.4 Data Analysis

Verbal scientific and statistical descriptive techniques have been applied where applicable. The NUDIST program was used to analyse the data for this project. Deductive and thematic analysis has been applied. (See chapter 4 for analysis).

1.6.5 Reliability, Validity and Objectivity

The Community Policing Forums should not only be viewed as community structures that hold monthly meetings with the police, but as structures representing the interest of the community as far as policing matters are concerned. According to the SAPS (1997:8), CPF's should be responsible for the following mentioned functions:

- Improve the delivery of police services to the community;
- Strengthen the partnership between the community and their police;
- Promote joint problem identification and problem solving;
- Ensure consultation and proper communication between the police and the community; and
- Ensure accountability and transparency.

These functions were used as indicators of measurement (yardsticks) for the purpose of this study. The extent, to which Community Policing Forums are consulted by the SAPS concerning decisions affecting them directly, have also been used as an indication of measurement on how community policing is conducted in the area.

1.6.6 Bias

As indicated above, semi-structured interviews were used to collect data from all sector managers. Focus group interviews were conducted with CPF and sub-forums managers in the research area. As data are collected from three different groups, bias will therefore be reduced to a minimum. The SAPS manual (1997:8) outlines the responsibilities of CPFs very clearly and these will be used as the indications of measurement as indicated in 1.6.5 above.

1.6.7 Operational Definitions

The terms and concepts in this study are defined to avoid confusion emerging from the application. Terms that are used are defined from the views of different authorities.

- **Community policing** is defined as a philosophy that guides police management styles and operational strategies, and emphasises the establishment of police/community partnerships and a problem solving approach responsive to the needs of the community. For the purpose of this study community policing will be defined as a philosophy or an approach to policing which recognises the inter-dependency and shared responsibilities of all citizens (Reynecke 1997: 12). Reynecke's definition was used during this research project.
- **Community** may have various meanings in different contexts. According to the definition adopted in community policing, community refers to a specific geographical area occupied by people who share certain common characteristics such as ethnicity, age, economics and religion. This union causes them to identify with one another and to be joined together by common concerns and community problems (Flynn 1998:23). In the study, this definition

has been adopted for this study.

- **Community Police Forum** refers to a group of people consisting of members of the community and the police working together with the aim of facilitating the partnership between the police and the community and to engage in joint problem identification and consultative problem solving (Morrison & Conradie 2006:4). In the study, this definition has been adopted.
- **Community Sub Forums** are duly elected representatives of local communities who are accountable to the Community Policing Forum (CPF) in examining the characteristics of problem solving mechanisms. This definition has been used in the study.
- **Crime** is unlawful conduct punishable by the state (Snyman 2008:2). The study made use of this conception of crime.
- **Service Orientation** is when various needs of clients are taken into account, to enable the rendering of a professional client-centred service that is effective, efficient and accountable (SAPS Manual 1997:3). This definition was adopted for the study.
- **Empowerment** refers to the creation of a sense of joint responsibility and a joint capacity for addressing crime, service delivery and safety and security issues amongst members of the community and South African Police Service personnel. This implies that members of the community and the South African Police Service personnel are to be educated about community policing, to enable all to play a constructive role in the Community Policing Forums, boards and in their respective communities.

1.7 ETHICAL CONSIDERATIONS

The South African Police Service is an open system institution, but this does not mean that everyone can just get access to information from the police

without approval from the authorities. Permission to conduct the study regarding community policing issues have been obtained from the Station Commander of the Lebowakgomo Police Station. Proper arrangement has been made to ensure that the study did not interfere with the work of participants. "Participants will be treated with respect, dignity and courtesy since they do not owe anything to the researcher" (Huysamen, 1993:173) .The participants shall not be forced to participate in the research, or lured to participate under false pretences. They will be assured of anonymity, although the names of the organisations to which they belong will be used in the final report.

CHAPTER 2

POLICING IN SOUTH AFRICA

2.1 Introduction

The previous chapter outlined the research methodology used to collect and analyse data. In this chapter, policing in South Africa before and after democratisation will be discussed. Traditional histories have failed to set structural relations within which policing are embedded. According to Bennet, et al. in Smit (1989:144) there were no political structures in terms of which the police could be held accountable to black communities. The community policing theory is supported by different social theories and will also be outlined.

2.1.1 Policing pre-1994

According to Scharf (1995:4), referring to policing prior to 1994, defining policing in South Africa is fraught with difficulties. He says that in an oligarchy in which the legitimacy of the state has been increasingly challenged over the last decade, both nationally and internationally, policing takes on a different character from policing in liberal democracies.

The hangover of colonial conquest is still strong in evidence in the style of policing of the disenfranchised majority, both within their racially separate, isolated townships and their activities within the white cities and their suburbs. According to Scharf (1995:3) policing blacks was thus primarily a process of enforcing, in the most literal sense of the word, the ideology of apartheid and less a process of protecting blacks from victimisation by criminal elements.

After the Soweto riots policing became subsumed within the total strategy, and in the eighties became an integral part of the compendium of counter-insurgency structures set up under the dominance of military strategists. Almost four years of successive states of emergency, giving the police almost ultimate powers to use force, ensured that hegemony was retained as the police became even more militarised than they had been before (Scharf, 1995:3).

According to Ebola (2006:14) Jagwanth says that in South African context, the concept of Community Policing has been used to refer to a wide range of policing activities ranging from self-policing initiatives which completely exclude the formal policing agency, to various initiatives taken by or in co-operation with the police. He says (p.3) that for this purpose, Community Policing is defined as any method of policing that includes a police officer assigned to the same area, meeting and working with the residents and business people who live and work in the beat area. In this way the citizens and the police work together to identify the problems of the area and to collaborate on workable solutions to problems (Trojanowicz and Trojanowicz, 1998:3). When the Police perform their duties they must acknowledge that they cannot do the job of public safety alone and recognise that they have valuable resources available to them in their communities.

2.2 Traditional Model of Policing

According to Van Heerden (1994:19) the development of the notion of policing runs parallel to the historical development of the concept of social control. Modern policing is the end product of this process of social change. This changing perspective is closely connected with the natural increase in population, urbanisation and its characteristic impersonal atmosphere, and industrial and technological developments and the concomitant increase in the incidence of crime. Van Heerden (1994:19) further says changes in people's expectations and obligations concerning policing with regard to the powers of arrest and search, and in the relationship between the police and the public, are historically rooted in this process. It would hardly be possible to make a proper study of modern policing without placing it in historical perspective.

According to Scharf, Ferndale and Malekane (1995:3), like many new ideas, the slogan from police station to community peace centres was developed to find a creative solution to a crisis. It was a crisis that developed in June to July 1993 when a sector of the population in Harare, a subsection of Khayelitsha, Cape Town's largest concentration of Africans, demanded that the building of a police station in their area be stopped immediately. The protest took the form of protest marches, attacks on police officers, attacks on the building contractor's cars and threats to their personnel.

They said that policing in Khayelitsha was thus a far cry from what one would expect in a normal South African township. The police travelled predominantly in armoured vehicles of various designs such as Caspirs, Nyalas and Scouts. They were under staffed. The police station was considered to be, in police talk, a “punishment station” to which policemen and women, who had committed some disciplinary transgression, were posted as punishment. The police were supported by the Defense Force, also in armoured vehicles. Conventional policing that involved investigation and prosecution of crime was not a common feature as it would have been the case in less violent settings. The co-operation of the community structures with the Police was very uneven. The stated reason for the objection to the police station was that the Communities had not been consulted about the need for a police station. During the apartheid era police practices were imposed on township populations. The halting of the building of the police station was not their only demand. They also demanded the resignation of the police commander of the whole Khayelitsha, and the withdrawal of all white police personnel from Khayelitsha.

The reasons for this was that the commander had been presented with a long list of complaints about the conduct of his staff, in some cases murder, and he had seemingly done nothing about it and the offending staff members were still allowed to continue with their duties. Moreover, white members of the force were racist and condescending to the residents, performing their duties in the baasskap mould of the apartheid era. (Scharf, 1995:3).

It must also be known and understood that not everything was bad in the traditional model of policing in South Africa. According to Van Rooyen (1994:4) the traditional policing approach was impressive for the following reasons:

- Success was achieved in totally integrated institutional strategies with coherent paradigm that was consistently applied internally and held a logical appeal.
- The limiting of police functions to crime prevention with the emphasis on reactive behaviour appeared meaningful. By concentrating on crime it was thought that police potential could be used more effectively than directing

their efforts to different problems.

- The faithful adherence to rules and regulations and strict enforcement of laws seemed attractive as it limited discretionary behaviour.

According to Sebola (2006:15), despite certain good practices within the traditional model of policing, the police were viewed as government's agency responsible for law enforcement. Traditional policing was based on bureaucratic principles because the nature of policing accountability was highly centralised, governed by rules, regulation and policing directives. There was one-way downwards communication in the form of orders. Subordinate and superior relationships were rigid and based on the prerogatives of rank. This has not changed even in the new democratic South Africa, as most Police Forces in around the world countries operate like this. The atmosphere was impersonal and the accent fell upon repressive work (Van Heerden, 1986:144). The theory of the top down approach was followed. The primary functions of the police in traditional policing were to enforce the laws and effect arrests. The fact that some laws were infringing others rights and unjust, was no problem to them.

2.3 The Community Policing Concept.

After democratisation in 1994 South Africa adopted the Community Policing model. Community Policing is a philosophy that guides management styles and operational strategies and emphasises the establishment of police partnerships and a problem solving approach responsive to the needs of the community. According to Braiden (1997:16), Community Policing is both a philosophy and organisation strategy that allows the enforcement agency and community members to work closely together in creative ways to solve the problem of crime, fear of crime, illicit drugs, physical and social disorder, neighbourhood decay and the overall quality of life in the community.

The Community Policing philosophy rests on the belief that the law abiding citizens in the community have the responsibility to take part in the policing activities and create a good communication and cooperation to get them involved in crime prevention in exchange for their support. According to Sebola (2006:17), Feltes says Community Policing is promising because it builds working relationships with citizens which result in:

- Improved delivery of service;

- Improved police community relations and
- Problem (needs) identification.

Community Policing can better address the problems and concerns of the community because it is a proactive, decentralised approach with strong commitment to crime prevention, reducing crime and disorder and fear of crime. Unlike the traditional model of policing, the success of Community Policing should not be measured in terms of the number of arrests. It is accepted that community participation is the essence of Community Policing and that police accountability at a local level must be balanced by other forms of accountability. Community Policing Forums have an important role to play in the creation of a new style of policing and in the transformation of the police organisation. According to Mufamadi (1995:3) at National level, the responsibility is to direct the police towards a user friendly and cost effective service which can earn the trust and co-operation of all sections of our population. At station level, however, problem solving policing must be applied. Community Policing Forums must see themselves as playing an important role to transform policing in South Africa and make it more democratic.

According to Feltes (2002:2) the following factors as effects of community policing:

- an initial increase in reported crimes;
- a reduced fear of crime;
- an increase confidence and sense of increased empowerment among citizens;
- an increase in job satisfaction for police; and
- a decrease in targeted crime.

According to Fourie (1998:184) and Roelofse (2007:22) Community Policing is characterised by the following:

- Service orientation; and
- The community and the police have realistic expectations of what the police can and cannot do to achieve community safety and wellbeing. The members of the community have knowledge about police limitations and the importance of public involvement in policing. Police efforts are re-prioritised to focus on customer service and satisfaction. This involves creating problem solving partnerships and innovative responses to crime related problems.

2.4 Components of Community Policing

2.4.1 Community Partnership

Community neighborhoods, families, individuals, schools, elected officials, local government agencies, organisations, churches and business should be empowered to accept the challenge and responsibility to assume ownership for their public safety. The police and the community should have shared ownership over their area. This does not mean that the community takes the law into their own hands, but rather that the community works with the police to identify and prioritise problems and develop and implement creative and effective responses. According to Mufamadi (1995:1) there is a misconception that Community Policing Forums are seen as structures which allow community members to control policing. It is in fact a structure for interaction between the police and communities. Establishing and maintaining mutual trust is the central goal of the first core component of policing-community partnership. Policing recognises the need for cooperation with the community. In the first instance the police encourage community members to come forth with relevant information regarding serious crime. In addition the police speak to neighborhood groups, participate in business and civic events, work with social agencies, and take part in education and recreational programmes for school children.

Community partnership means adopting a policing perspective that exceeds the standard law enforcement emphasis. This broad outlook recognises the value of activities that contribute to the orderliness and well-being of the neighbourhood.

These activities could include helping accident or crime victims, providing emergency medical services, helping resolve domestic and neighbourhood conflicts (e.g. family Violence, landlord-tenant disputes, or racial harassment), working with residents and local businesses to improve neighbourhood conditions, controlling automobile and pedestrian traffic, providing emergency social services and referrals to those at risk (e.g. adolescent runaways, the homeless, the intoxicated and the mentally ill), and protecting the exercising of constitutional rights.

These services help to develop trust between the police and the community. This trust will enable the police to gain greater access to valuable information from the community that could lead to the solution and prevention of crimes, will engender support for needed crime control measures, and will provide an opportunity for officers to establish a working relationship with the community. The entire police organisation must be involved in enlisting the cooperation of community members in promoting safety and security. Building trust will not happen overnight, it will require ongoing effort. Trust must be achieved before the police can assess the needs of the community and construct the close ties that will engender community support. To build this trust which is needed for an effective community partnership, the police must treat people with respect and sensitivity. The use of unnecessary force and arrogance, aloofness, or rudeness at any level of the agency, will dampen the willingness of community members to ally themselves with the police.

2.4.2 Community Empowerment

Community empowerment happens when individuals or groups have sustained commitment, appropriate information and skills and the influence necessary to affect policies and share measureable outcomes. The Community Policing approach and policies are ingredients necessary for community members to become empowered to be active partners in policing matters (Moolman, 2002:10).

2.4.3 Problem Solving

Problem solving must be approached systematically. Problems are identified and prioritised with input from all stakeholders which includes neighbourhood residents, beat officers and relevant community organisations. Careful analysis of the problems is done to design the responses. The responses are implemented, monitored and evaluated for their effectiveness and modified if necessary (Moolman, 2002:10).

2.4.4 Change Management

In Trojanowics (1998:4) it is stated that effective community partnership and problem solving require the mastery of new responsibility and adoption of a flexible style of management. Community Policing emphasises the values of the patrol function and the

patrol officer as an individual. Patrol officers have traditionally been accorded low status despite the scope and sensitivity of the tasks they perform. Community Policing requires the shifting of initiative, decision-making, and responsibility downwards within the police organisation. Under Community Policing, patrol officers are given broader freedom to decide what should be done and how it should be done in their communities. They assume managerial responsibility for the delivery of police services to their assigned area.

The enhanced role of the patrol officer has enormous organisational and managerial implications. The entire police organisation must be structured, managed and operated in a manner that supports the efforts of the patrol officer and that encourages a cooperative approach to solving problems. Under Community Policing, command is no longer centralised, and many decisions now come from the bottom up instead from the top down. Greater decision-making power is given to those closest to the situation with the expectation that this change will improve the overall performance of the agency. This transformation in command structure is not only sound management, but is also crucial to the creation of meaningful and productive ties between the police and the community Trojanowics (1998:4).

Community Policing alters the contemporary functions of supervisors and managers. The Institute for Security Studies (1994:10) stated that under Community Policing, management serves to guide rather than dominate. They act as patrol officers and it is to ensure that officers have the necessary resources to solve the problems in communities. Creativity and innovation must be fostered if satisfactory solutions to long-standing community problems are to be found.

According to Kelling (1994:10) it is stated that the transition to Community Policing requires recognising that the new responsibilities and decision-making power of the neighbourhood patrol officers must be supported, guided and encouraged by the entire organisation. In addition, it requires establishing clearly stated values that provide both the police organisation and the public with a clear sense of policings expanded focus and direction.

2.4.5 Value Driven

Community Policing is ultimately about values. Especially the change in values that is needed to adapt policing to these changing times (Moolman 2002:10). He says that values must be ingrained in the very culture of the organisation and must be reflected in its objectives, in its policies, and in the actions of its personnel.

Values are the beliefs that guide an organisation and the behaviour of its employees. The most important beliefs are those that set forth the ultimate purposes of the organisation. A clear statement of beliefs and goals gives direction to the organisation and helps ensure that values are transformed into appropriate actions and behaviours. The entire agency must be committed to the values embodied by such a mission statement. This mission statement should be widely disseminated both inside and outside the police organisation to garner public support and to facilitate accountability. In the move to community policing, where problem-solving efforts and accountability are shared by the police, the local government, and the community, explicitly defined values become critically important in assigning responsibility and attracting and mobilising support and resources (Moolman, 2002:10).

An organisation's mission statement should be simple, direct and unassuming. According to Moolman (2002:10) values must be unequivocally communicated so that officers understand the influence of their actions. Community Policing relies on the establishment of a clear, unambiguous link of values to behaviours. The guiding values central to community policing are trust, cooperation, communication, ingenuity, integrity, initiative, discretion, leadership, responsibility, respect and a broadened commitment to public safety and security.

2.5 Theoretical Framework of Community Policing

According to Feltes (2002:2) and Roelofse (2007:155), Community Policing is a new philosophy rather than just new techniques of police work. The police and communities work together in close relationship to identify problems in their community and to find solutions to the problems. He says a new philosophy means a total change in thinking and

acting in the police service, and thus a complete change in the structure of the service. Change should not come from a single institution or party, it must come from the police personnel, society and management. The philosophy of Community Policing is based on the normative sponsorship theory, critical social theory, and broken window theory.

2.5.1 Normative Sponsorship Theory

Normative sponsorship theory declares that most people are of good will and willing to cooperate with others to satisfy their needs (Sower, 1957:10). It proposes that a community effort will only be sponsored if it is normative to all persons and interested groups involved. One of the major considerations when attempting to initiate community development is to understand how two or more interest groups can have sufficient convergence of interest in, or conscience concerning common goals to bring about the implementation.

The more various groups share common values, beliefs, and goals, the more likely it is that they will agree on common goals when they interact for the purpose of neighbourhoods (Braiden, 1997:10). The participating groups do not have to justify their involvement or acceptance of a group for the same reasons. People should work together to solve problems. If police are working separately from community, it will not be beneficial to anyone as crime will increase. The community must report crime and try to eliminate crime opportunities as they are the ones who living and knowing their ordinary people, victims and offenders in the area in which they live.

2.5.2 Critical Social Theory.

Critical Social Theory means social theory which is capable of taking a critical stance towards itself by recognising its presuppositions and its own role in the world, and which takes a critical stance towards the social reality that it investigates, by providing grounds for the justification and criticism of the institutions, practices and mentalities that makes up that reality (University of Sussex, 2006:1). It bridges the usual divides in social thought between explanation and justification, between philosophical and substantive concerns, between pure and applied theory and between contemporary thinking and the study of earlier thinking. Critical Social Theory is defined by Fay as practical social science that inspired people to become socially active to correct their socio-economic and political

circumstances, so that they might have their expressed unmet needs satisfied (Trojaniwicz and Trojaniwicz, 1998:1). Braiden (1997:10) adds that critical social theory focuses on how and why people coalesce to correct and overcome the socio-economic and political obstacles that prevent them from having their needs met. Critical Social theory has as its main goal the improvement of human condition. The three core ideas in critical social science are enlightenment, empowerment and emancipation. Enlightenment educates people about their particular problematic situation and their potential capacity to change their situation in order to meet their unmet needs. Enlightenment is achieved through reflection, communication and determination of the problematic social condition in the community.

Formal consultation between representatives from a particular community and the police in the form of Community Policing Forums is adequate. Community Policing requires a total change of mind from all police personal and members of the community. There is a need for the creation of police and community educational workshops to deliberate on how policing should be discharged.

2.5.3 Broken Windows Theory

Wilson and Kelling (1982:12) observed that if someone breaks a window in a building and it is not quickly repaired, others will break more windows. Eventually, the broken windows create a sense of disorder. A lack of attention to disorder sends a message that nobody cares about the neighbourhood. A lack of attention to small problems creates an impression that you do not care about other issues. The challenge for the police and the community is to take the small signs of disorder seriously and deal with them before they can turn into big problems. Hence the police may see a problem and regard it not as a problem for members of the community. That is the reason why there must be continuous liaison between the two in order to have a common understanding of what problems are, and where these problems must be referred to. The broken windows theory supports the police idea to examine the underlying causes of social problems. It also provides a reason to do something about problems such as graffiti, panhandling and public drunkards.

2.5.4 Zero Tolerance

Zero tolerance is the concept of compelling persons in positions of authority, who might otherwise exercise their discretion in making subjective judgments regarding the severity of a given offense, to impose a pre determined punishment regardless of individual culpability or extenuating circumstances (Wikipedia, the free encyclopedia 2009:1). The terminology is most commonly used to describe the allocation of additional resources to combat identified crimes in particular geographical locations. Hence, extra police patrols are deployed in known hot spots where prostitution and drug dealing are problems for local residents, specialised police units monitor the behaviour of repeat offenders on the streets, and on scene arrests in incidents of domestic violence are all claimed to be effective in reducing crime. According to Sherman (2009:5) those activities that do not work include; neighbourhood watch programs organised with police; increase arrest or raids on drug market locations; storefront police officers in high crime locations; and police newsletters with local crime information. Those that appear promising ,are defined by Wilson and Kelling (See Sherman, 2009: 2), as programs for which the level of certainty is too low to make firm conclusions, but for which, based on the limited evidence there is some reason to expect some successful reduction in crime, include proactive drunk driving with breath testing which may reduce accident deaths; community policing with meetings to set priorities may influence perceptions of crime; police showing greater respect to arrested offenders may reduce repeat offending; polite field interrogations of suspicious persons may reduce street crime; making arrest warrants to domestic violence suspects who leave the scene before the police arrive may reduce domestic violence; higher number of police officers in cities may reduce crime; and gang monitoring by community workers and probation and police officers may reduce gang violence. Note that friendly or cordial policing appears to be effective at reducing recidivism risks for some serious crimes (Sherman, 2009:2).

According to scholars of Criminology and Penology Schools, zero tolerance is the concept of giving *carte blanche* to the police for the inflexible repression of minor offence, homeless people and the disorders associated with them. This can be applied in a form of stop and search upon people in the street and in a form of roadblocks conducted in the townships and rural area public roads. Public drinkers must be arrested and fined. Two of the best

American specialists, Edward Maguire, an Administration of Justice Professor at George Mason University and John Eck from the University of Cincinnati, rigorously evaluated all the scientific work designed to test the efficiency of the police in the fight against crime (Sherman, 2009:2). They concluded that neither the number of policemen engaged in the battle, nor internal changes and organisational culture of law enforcement agencies (such as the introduction of Community Policing) have by themselves impacted on the evolution of offences. The crime decrease was not due to the work of the police and judiciary, but to economic and demographic factors. The main factors were an unprecedented economic growth of jobs for millions of young people, and a shift from the use of crack towards other drugs.

2.6 Summary

In this chapter policing in South Africa was described. The situation during apartheid, where black communities were confined to townships where there were no good cooperation between the community and the police, was highlighted. The police were given unlimited powers to use force so that the hegemony could be retained. Community Policing does not imply that the police are no longer in authority or that the primary duty of preserving law and order is subordinated. In Normative Sponsorship theory it was declared that most people are of good will and are willing to co-operate with others to satisfy their needs. Whereas in Critical Social theory focuses on how and why people coalesce to address socio-economic and political obstacles which fulfill their needs. The broken window theory learns how the environment should be kept in order to avoid truant behaviour from would be offenders.

Local government officials, social agencies, schools, church groups, business people, all those who work and live in the community and have a stake in its development, should share responsibility to find workable solutions to problems that detract from the safety and security of the community. Police on every level must join in building a broad rapport with community members to combat crime. It has been claimed in the broken window theory that if a window is broken and takes long for it to be fixed, criminals will realise that the owner does not care and they will continue breaking more windows. It is what occurs in the communities. If swift actions such as patrolling streets, awareness campaigns and prosecuting of offenders are taken, crime will be effectively combated. Zero tolerance is

another theory which is suiting this study because it has been postulated that is compelling persons in position of authority, who might otherwise exercise their discretion in making subject judgment regarding severity of a given offence, to impose a predetermined punishment regardless of individual culpability or extenuating circumstances. The next chapter will focus on the development of policing in the Lebowakgomo policing area.

CHAPTER 3

COMMUNITY POLICING FORUMS

3.1 Introduction

In the previous chapter the development of policing in South Africa was discussed. The Community Policing model was regarded as a correct model to be applied to address community problems in South Africa. This concept gives every person the opportunity to participate in crime prevention in partnership with the police.

In the present decade policing has received more attention and undergone more changes than in the previous decades. An increased focus on policing has helped pave the way to a new policing style. The most important changes are probably a greater openness, a willingness to listen to criticism and open discussion.

3.2 The Establishment of Community Policing Forums.

The new government passed Section 205(1) of the Constitution of the Republic of South Africa, 1996 which provides for the establishment of National Police Service to function at national, provincial and where appropriate, local spheres of government. Furthermore section 19 of South African Police Act, Act 68 of 1995 provides for establishment of Community Policing Forums (CPFs) at all police stations.

According to Stevens and Yach (1995:64) the forums will enable:

- increased accountability of the service to local communities and improved co-operation of communities with the service.
- communities to monitor the effectiveness and efficiency of the service.
- communities to advise the police regarding local policing priorities.

In regard to the above, Section 221 of the Interim Constitution of Republic of South Africa, 1993 provides for the establishment of the Community Policing Forums in respect of police stations where their function will include:

- the promotion of accountability of the service to local communities and co-operation of communities with the police.
- the monitoring of the effectiveness and efficiency of the service.
- advising the service regarding local policing priorities.

- the evaluation of the provision of visible police services including:
- the promotion, sitting and staffing of the police station.

- the reception and processing of complaints and charges.
- the provision of protective services at gatherings.
- the patrolling of residential and business area.
- the prosecution of offenders.
- requesting enquiries into policing matters in the locality concerns.

The architects of these provisions envisaged that representatives of the forums will be democratically elected so that the community at large will recognise the persons on Community Policing Forums as genuine representatives who have a mandate to act on behalf of their local organisations and structures. The chairperson and vice chairperson of the forums will be democratically elected and should not ordinarily be members of the South African Police Service, although the police will provide the secretariat, if required.

According to Mufamadi (1995:1), the creation of a safe and secure environment can only be achieved if there is full participation by the community in community policing. It must therefore involve the whole society. He says that the misconception is that Community Policing Forums are seen as structures which allow community members to control policing. According to Mufamadi (1995:1) community policing forums can promote local accountability, monitor effectiveness and efficiency of the service and advise the service in relation to what the police should prioritise at local level. These are functions which are vital for effective policing, but they do not mean that the community can control policing in the sort of way which some people seem to think it should.

According to Mufamadi (1995:5) Community Policing Forums are structures within our democracy. He says community poling forums are structures of a democratic state, and are a site of transformation. The Community Policing Forums are seen as vehicles for self enrichment or empowerment of the chairpersons of such forums. The forums are not there to provide income and fancy offices for members nor are they established to create empires for the chairpersons of such forums. Mufamadi,(2005:8) states that the chairperson should be seen as a facilitator or as someone who can help community

members get involved and ensure that the widest range of concerns on the part of all sectors of the community are addressed. He says that it will be of little use if persons playing roles as chairpersons of forums attempt to use the forums to ensure that their own personal security problems are addressed. According to Ncholo (1994:7), communities who have had negative relationship with their local police will be sceptical about the implementation of community policing with the police in their present form. They attempted to introduce it as a style of policing without undergoing structural and cultural changes.

According to Stevens and Yach (1995:65) early attempts to establish community forums of this nature were met with mixed results. Some were seen as simply cosmetic as part of a public relations exercise which was concerned with re-orientating and refocusing policing service delivery in any fundamental way. They say others have endured because both communities and the police have recognised the tangible benefits that flow from enhanced co-operation and mutual endeavours.

Stevens and Yach (1995:65) say that the Community Policing Forum must constantly strive to focus on its activities as its primary aim. They say although every forum can determine its own structure, an effective way to structure a Community Policing Forum is to establish sub-committees to address every problem or specific need of the community concerned. Examples of such committees could include the following:

- family violence - to address the problem of violence in the family. People such as social workers, ministers of religion, psychologist and medical personnel could serve as sub-committees together with the police in order to address not only the symptoms but also the causes.
- training - to address the needs for expertise which are identified in the police and the community with the available means in the community.
- crime - to plan and advise the police regarding specific crime problems, such as gangsterism.
- recruiting - to research methods which enable the police to supplement the manpower requirements of the police station area.
- community visitor system: to co-ordinate the visits of community visitor to police cells.

- finance – to investigate the possibilities of obtaining and administering funds for the CPF.

3.3 Working with Community

In De Beer, *et al.*, (2003:262) it is said that as police work entails providing services to communities, the development of co-operative police-community relations is vital. It further says that every police officer knows, policing goes well beyond the mere identification and apprehension of suspects.

The community expects a lot of their police, both as problem-solvers and as peace keepers. In fact, the quality of life in a community, to a large degree, depends on the quality of service being rendered by the police. According to the manual for SAPS (1997:50) the most effective method of policing is one in which the community is actively involved. It is said that when policing takes place in isolation, it results in us-them working style which, inevitably, leads to conflict. It is also important to note that if the police take sole responsibility for crime fighting, they must also take the sole responsibility if crime is not reduced.

The police must do more than what was done in the past to engage the community in the overall task of policing. This is what community policing is all about. Community policing means that the community shares responsibility for dealing with crime and other safety and security problems. However it is the responsibility of the police official to motivate and encourage the community to become involved in securing safety and security (De Beer, *et al.*, 2003:50). According to Champion and Rush (1997:20) community policing implies several things for neighbourhood residents. They say it implies a more understanding and caring law enforcement component dedicated to working in collaborative ways to resolve community crime problems. This implies a more integrated community as citizens bond together in productive ways with the police to make their neighbourhoods safer for themselves and their families.

Structured consultation between the police and the different communities about local problems, policies, priorities and strategies is therefore essential. The overall goal of

structured consultation between the police and the community is to enhance the ability of the police to combat and prevent crime, disorder and fear and to address other community needs in partnership with the affected community (SAPS, 1997:50). To achieve this goal, consultation should aim to:

- improve the delivery of policing services to the community;
- strengthen the partnership between the community and their police;
- promote joint problem identification and problem solving;
- ensure police accountability and transparency; and
- ensure consultation and proper communication between the police and their clients.

3.4 The Establishment of a Community Police Forum follows particular steps

3.4.1 The role of the implementation committee.

The implementation committee is the committee which is formed by the representatives from all the station, unit or branch components and the community; the committee could consist of:

- the station commander and /or the heads of proactive and reactive policing;
- the Community Police Officer;
- a member representing each of the functional components such as crime prevention unit, administrative staff, visible policing unit, detective, etc.
- a member representing each of the ranks of the station, unit or branch,
- other experts;
- representatives of the community.

The committee should accept responsibility for initiating and facilitating the process of establishing a partnership formation, facilitated by the peace structures or other facilitators.

3.4.2 Internal Empowerment

The Implementation Committee should present a workshop or series of workshops for all the members operating in a particular station area. The aim of these workshops should be to explain the “why” and “how” of Community Policing in general and of police

community consultation in particular. It is important that the members of the Implementation Committee become owners of the concept of Community Policing before any such workshops are presented. It is also important that all other police personnel that may operate in the station area (i.e members of the specialised units) participate in the workshops and become stakeholders in the concept of Community Policing (SAPS, 1997:52).

3.4.3 Assessing the current State of Affairs.

Find out what type of police community liaison forums already exist in the station area if any. Decide how best to approach and transform these existing structures in accordance with the stipulation of the Constitution and the principles of Community Policing. External facilitators may be used to assist the transformation process.

3.4.4 Lobbying “Communities of interest”.

This step is to consult with the various communities of interest in the area about the establishment and composition of a Community Policing Forum. This is necessary to ensure that the CPF is indeed representative of the community. This implies that the geographically defined community in a particular station area can consist of several communities of interest such as women, children, and business people, the elderly, home owners, tourists, unemployed persons etc. The Community Policing Forum should, preferably reflect the views of as broad a range of these communities of interest as possible.

The community profile (SAPS, 1997: 52) can play a very important role in identifying the various communities of interest with a stake in addressing crime and related problems. Although the community profile will not, necessarily identify specific interest groups or individuals by name, it will outline the following:

- Groups, institutions or individuals who have become victims of crime or are at risk of becoming victims,
- Groups, institutions or individuals responsible for disproportionate number of calls for service,
- Groups, institutions or individuals who may contribute towards

- solving or alleviating the crime problems being experienced in community,
- Groups, institutions or individuals who have power or authority to control or help treat those causing most of the problems. This information can

be used to involve those groups, individuals or Institutions who have a direct stake in addressing crime. Membership of the Community Policing Forums should not be restricted to groups identified through the community profile.

An invitation should be extended to call persons living in the particular area to become involved.

3.4.4.1 Client Segmentation

Basic assumptions (often not scientific based) have been made about policing. The traditional philosophy assumes that all communities have essentially the same need to be free from criminal activity though perhaps to different degrees and with varying emphasis on specific types of crimes (Bureau of Justice, 1994:6).

Watson, Stone and Deluca (1998:62) ask: “But what exactly do the community policing people mean by “service”? And why should community differ in the “needs” for “service”. If they do, how can you tell which services a community needs?

According to Roelofse (2007:19) normal business would take a target market to which it would like to sell a product or services and apply the segmentation principle. He says that a specific marketing mix consisting of product, price, promotion and distribution is then developed to suit the needs of each segment to be serviced. It is implied that some generic needs exist for society at large but that a needs research programme should be launched by CPF to determine the detailed needs of the segments in its area of influence (Roelofse, 2007:20). Effective community policing becomes viable when segmentation leads not to fragmentation but to generic needs fulfilment mediated by scientific reasoning. Facilitation of this process can be done by police scientists, criminologists, psychologists, anthropologists, etc. According to Roelofse (2007:20) this should bring about the correct policing strategy (analogous to marketing mix) for a particular segment. This implies that both homogeneous and heterogeneous communities exist.

3.4.4.2 Independent Police Investigative Directorate (IPID)

According to Roelofse (2007: 19) the Independent Complaints Directorate (ICD) has been established in April 1997, under a mandate prescribed by the South African Police Service Act, Act 68 of 1995. It has since been changed to The Independent Police Investigative Directorate (IPID) with its own enabling legislation, Act 1 of 2011. The ICD and its successor, the IPID is mandated to investigate complaints of criminality and misconduct against members of the SAPS and the Municipal Police Services (MPS).

The IPID investigates the following:

- death of persons in the police custody or as results of police action(such as shooting or assault);
- the involvement of SAPS members in criminal activities such as assault theft, corruption, robbery, rape and any other criminal offences;
- Police conduct or behaviour which is prohibited in terms of SAPS Standing Orders or Police Regulations, such as neglect of duties to comply with the Police Code of Conduct, dissatisfaction or complaint about poor services given by police, for example, failure to assist or protect victims of domestic violence as required by members of the MPS (ICD brochure,2006); and
- Any complaint relating to the discharge of an official fire arm by any police officer (IPID Act, 2011).

3.4.5. Holding a General Meeting

Once the various communities of interest have been lobbied, a general meeting of all community representatives should be held (SAPS, 1997:53). It is important that all community groups should be represented at this meeting. The delegates to the general meeting will then be able to nominate and elect persons to represent them on the Community Policing Forum. Although this may seem to be a lengthily process it is crucial that the community should be satisfied with the representation and legitimacy of the elected representatives, some groups with specific skill be co-opted to the Community Policing Forums.

3.4.6 Formal Consultation

The group of community representatives (De Beer, *et al.*, 2003:265) who were elected during the general meeting will now embark on a process of consultation with the police.

A meeting of all the newly elected representatives should be held as soon as possible.

At this meeting, attention should be given to the following:

- the election of a chairperson (who should be a civilian member of the community Policing Forum) a vice-chairperson, a secretary and a treasurer and additional members to form the Executive Committee of the Community Policing Forum, and
- the drafting of a constitution.

3.5. The Election of Office-bearers

Apart from the three particulars mentioned above the election of other members of the Executive Committee may be postponed until the constitution has been accepted (SAPS, 1997:54). Should this option be chosen, the members of the steering committee may form an interim Executive Committee. The members of the Community Policing Forum should decide for themselves how best to deal with this issue.

3.6 The Drafting of a Constitution

In SAPS (1997:54) a written constitution has the following advantages:

- it lends structure and authority to the CPF;
- it focuses and directs the activities of the Community Policing Forum;
- it serves as a marketing tool in that it contains a mission statement and statement of values and objectives that can be communicated to the wider community;
- it determines the management of funds, assets and resources and
- a consultation is required by the most MECs.

3.7 The structure of the Community Policing Forum (CPF) and the functions and mandate of its various substructures

The Community Policing Forum may involve representatives from many interested community groupings and the structure may become difficult to control. The Community

Policing Forum (SAPS,1997:57) may therefore be structured as follows:

- All interested parties form a plenary session which meets from time to time to discuss community needs, receive reports from the Executives Committee and Working Groups, and to instruct to these two bodies. A plenary session should at least be held on a quarterly basis. The executive committee should be elected from members of the Community Policing Forum and should preferably not consist of more than 5-8 members. The members elected to the Executive Committee should be impartial, enthusiastic, committed to goals of community-police cooperation, and most importantly have the time to actively participate in the workings of the Community Policing Forum.
- The Station Commander should be *ex officio* member of the Executive committee. The Executive Committee should be responsible for all tasks referred to it by the Community Policing Forum and should deal with its day to day functioning.
- The plenary of the Community Policing Forum and or the Executive Committee may identify community representatives and other experts to serve on specific working group. Members should be appointed to working groups on the basis of their ability to contribute to the solution of a specific problem. Police representatives may be included in working groups when police input is required and when the police are able to participate. Working groups should be responsible for investigating particular problems and for developing possible solutions. These solutions should be forwarded to the Executive Committee for approval, maintenance and monitoring. If necessary, the Executive Committee may call a plenary meeting of the CPF to get the necessary approval for a particular proposed solution. A working group should be seen as a short-term body with a single focus. Some working groups, however such as a working group on police community relations may be relatively permanent structures.
- The functioning of a CPF will depend on its ability to secure the necessary

funding. While it is envisaged that funds for Community Policing Forums will in future be made available from the budget of the Central and or Provincial Government these funds will most probably not be sufficient to cover all expenses and to allow for all the activities and plans of the Community Policing Forum. A possible solution to this problem may be the establishment of a Funding Foundation. The Foundation's main objective should be to obtain and control the funds necessary to implement the programmes decided upon by the CPF. The Foundation could embark on a fund raising campaign and should explore all possible sources of funding including local, regional, national and international community and business groups, governmental bodies and non governmental organisations.

- The trustees of the Foundation should preferably be elected from community organisations, the business sector and the churches (De Beer, *et al.*, 2003:271). The Foundation should be based on the recommendations of the CPF, its Executive Committee and /or the working groups determine how the available funds will be used. The financial records of such a Foundation should be open to public scrutiny and should be audited annually.

3.8 A working Model for Community Policing Forums

A working model that may be used by the Community Policing Forum in the pursuance of its goal is described. It should be noted that the model serves as a guide and should, therefore not be seen as prescriptive policing (SAPS, 1997:60).

In terms of this model, the activities of Community Policing Forums can be divided into 5 focus areas namely:

3.8.1 Focus area 1: Community needs.

In terms of section 68 of South African Police Service Act of 1995 that responds to the Section 22 of Constitution of the Republic of South Africa, 1993, which the community has the power to monitor, evaluate, and advise the police, and or to enquire into policing matters. In order to facilitate these functions, an operational plan may be drawn up.

3.8.1.1 Step 1: Compile a comprehensive community profile.

A community profile is a planning tool which will allow the CPF and IPID to obtain the best possible information on the needs problems and priorities of a specific community.

3.8.1.2 Step 2 and 3: Consulting the community and determining priorities.

The process of identifying problems will invariably result in more problems that can be addressed. Because of limited resources, it is necessary to assign some priority to the problems identified. For this purpose a process of consultation with the CPF will be made by Implementation Committee.

The Community Policing Forum or its Executive Committee should compile a list of all the policing and crime related problems and issues that need to be addresses based on the results of the community profile. The next step will be to categorise all inter-related problems and issues. A plenary of the Community Policing Forum would then have to identify and prioritise two or three specific issues that deserve priority attention. These include crime related issues, community relation issues and service delivery issues.

Crime related issues are the following:

- specific crimes and crime-related problems such as drug abuse housebreaking, theft, the hijacking of vehicles and intimidation; and
- the need for specific crime prevention programmes.

Community relations issues are:

- the need to combat community apathy; and
- race relations problems.

Service delivery issues are:

- the equality of service rendered in the community service centre;
- establishment of mechanisms to promote police accountability and transparency; and
- the establishment of mechanisms for feedback on the progress of investigations.

3.8.1.3 Step 4: problem solving

After priorities have been determined problem solving techniques should be introduced in order to develop solutions for the identified problems. However, before starting the problem solving process, the Community Policing Forum or its Executive Committee should first decide whether the issues decided upon require the attention of a working group. If necessary a working group or groups may be formed to solve the problems referred to it.

3.8.1.4 Step 5: implementation plan

Once the problem has been identified analysed and a strategy to deal with it is planned, a comprehensive implementation plan should be developed.

An implementation plan should clearly set out the following:

- Goals
- Objectives
- Strategies
- Action steps
- Responsibilities
- Budgeting
- Time frames
- Monitoring and evaluation criteria and methods

Goals and objectives should always be precise, realistic and measurable and should aim to address the problem in the short, medium and long term. It is also important to articulate as clearly as possible what the objectives of each strategy are and the criteria to be used to determine their impact (De Beer, *et al.*, 2003:276).

3.8.2 Focus area 2: Resources

Finances, logistical support and human resources will be required to implement the plan. Identification and activation of resources should, preferably, coincide with the drafting of an implementation plan as resource availability will affect the plan.

The Community Policing Forum should investigate and evaluate the availability of community resources, and to formulate ways and means to activate and mobilise such resources through a process of community and inter agency liaison and co-operation.

Once an implementation and resources plan have been finalised by the working groups, they should be presented to the Community Policing Forum or Executive Committee for confirmation, approval and implementation. The working groups should ensure that the representatives do report back to their constituencies. The agreed upon action plan/s should now be implemented and be linked to time tables and responsibilities.

3.8.3 Focus area 3: Evaluation

According to SAPS (1997:66) evaluation is a broad term that usually encompasses the following:

- Monitoring the implementation of a particular operational plan (also known as process evaluation) is carried out continuously through out the implementation of the operational plan and starts on the day on which the plan is implemented. It is concerned with determining whether the plan is implemented correctly and deals with questions such as: Are the steps in the operational plan followed properly? Are there any problems in- the implementation plan that should be modified? Is the plan working? If not, why not?
- Secondly, evaluating the impact of an implementation plan (also known as impact evaluation). This means assessing the consequences or outcomes of the implementation plan, in other words assessing the effect that the plan has on the problem.
- Thirdly, monitoring and evaluating the general efficiency and effectiveness of policing in the particular area. In terms of current Constitution communities may:
 - a. monitor the progress the police are making with regard to the implementation of a specific operational plan;
 - b. evaluate the impact of a specific operational plan to determine the success thereof (impact evaluation);
 - c. to evaluate the general efficiency and effectiveness of the service, especially as far as the following is concerned;
 - d. the provision, siting and staffing of the police;
 - e. the reception and processing of complaints and charges;
 - f. the provision of protective services at gatherings;

- g. the patrolling of residential area, business; and
- h. the prosecution of residential offenders (general evaluation).

It should be noted that no monitoring evaluation or evaluation can be done without the formulation of performance evaluation criteria and the development of evaluation instruments. It is therefore necessary for the CPF to build specific evaluation criteria and instruments. It is the prerogative of the Station Commander to form the evaluation panel. Ideally the Panel should, at least, consist of Station Commander, local Detective Commander, the Commander of the Problem- Solving Team and a member of the CPF. If necessary, other experts may be co- opted to the Evaluation Panel (De Beer, *et al.*, 2003:325).

Decision makers must be able to judge the strategy's impact and cost effectiveness and cost effectiveness and police organisation must be able to measure the success or failure of its policies activities. Many indications of success of community policing efforts are intangible (e.g. absence of fear, quality of interaction with community member, etc) therefore, assessing a community policing strategy is a qualitative as well as quantitative (De Beer, *et al.*, 2003:383). They said that three major criteria – effectiveness, efficiency and equity can be used to provide the quantitative and qualitative measures needed to assess the success of a community policing strategy.

3.8.4 Focus area 4: Transparency

De Beer, *et al.*, (2003:283) the promotion of accountability of the service to local communities also demands greater police transparency, in other words it means that the police should open themselves up to public scrutiny by:

- launching community visitor schemes;
- organising open days at the police station;
- making crime statistics and other managerial information available to the Community Policing Forum and to the wider community;
- establishing more direct channels of communication between the community and the management of a station, branch or unit;
- inviting members of the CPF to attend management meetings at the station, branch or unit;

- inviting members of the CPF to address personnel during station lectures;
- inviting members of the CPF to conduct *impromptu* visits to the station's detective service, and
- inviting community members to join police patrols.

3.9 Problems met by Community Policing Forums

There are various problems encountered by Community Policing Forums. Since the Community Policing Forum is a new phenomenon in the history of the South African Police Service, communities do not know much about them. The police themselves do not seem to be capable of marketing this product in a creative and innovative manner (Badumuti, 1996:1).

There is another problem in terms of different people from one organisation that attend meetings and sometimes they don't attend at all (Badumuti, 1996:7). Only senior officers attend the meetings namely the Station Commander or his deputy, but Branch Commanders failed to do so. Police members of lower ranks do not participate in the meetings and are the ones who should do so because most of the time they are involved with communities on a daily basis. They are the ones who visit the scene of crimes. It is imperative that police members at Lebowakgomo Police Station must change to become community police officers. Divisions between the members at the station must be addressed in order to combat crime effectively and the improving of good relationship between the police and the members of the forums must be addressed. Badumuti (1996:7) says that Community Policing Forums have neglected to empower the community to participate in the forums as equal partners. The majority of our country's communities have over the years developed a negative attitude towards the police; they were seen as enforcers of unjust laws. Empowering the community to be equal partners with the police will be a long and drawn out process and it does not require the police alone to do it. A multifaceted approach involving all stakeholders with the community itself at the forefront is needed to ensure that the process is a success.

3.10 Community Policing Forums and Community Empowerment

The implementation committee should present a workshop or series of workshops for all

the police members operating in a particular station area. The aim of these workshops should be to explain the “why” and “how” of community policing in general and of police-community consultation in particular. It is important that the members of the implementation committee become owners of the concept of community policing before any such workshops are presented. It is also important that all other police personnel (i.e. members of the specialised units) that may operate in the station area participate in the workshops and become stakeholders (Policing IV Generic Reader 2003:264). Because community policing practitioners often attempt to implement community policing initiatives for the community there is frequently a degree of deception.

According to Badumuti (1996:8), once the community has been empowered, willingness to exercise their responsibility and obligation to involve themselves in community policing, crime prevention, and safety will be the result. He says community empowerment will need to go along with educational programmes that aim at enabling the community to participate meaningfully in consultations with the police. Within the community, citizens must share in the rights and responsibilities implicit in identifying, prioritising and solving problems as full fledged partners with law enforcement officers (Trojaniwicz, 1997:7).

More resources should be channelled towards combating crime and ensuring the safety and security of all citizens. Preparedness to fight crime on the part of the community will only be realised when there is willingness from the police to do likewise. Paying lip service will not bring any solution (Badumuti, 1996:8). He says in some cases it is found that criminals have befriended the police to such an extent that for them to arrest such a person becomes only a remote possibility. He further says that the police need to conduct some form of research in order to get a clear picture of what the communities need and what their problems are. This will lead to situations where communities realise the importance of co-operating with the police in providing suggestions and solutions to problems. There is also a need to democratise the entire process. CPFs should not be seen as elitist formations of prominent community leaders and senior police officers but should involve even marginalised people at grassroots level and junior police officials. They are not respecting members of the service who are appointed as co-ordinators and further they are not showing respect to high ranking members in the station. If the

Station Commander is not available and they are in need of something in a form of help they are afraid to approach them. Community Policing Forums should not be seen as consisting only, of prominent community leaders and police officers. Community representatives should come from the street, ward and section level (Badumuti, 1996:8).

The Police Stations that serve the area will have access to most of the policing resources and Station Commanders within an area will work together as a dynamic problem solving team. Within the police, members will have a high level of job satisfaction due to the challenging and rewarding nature of community policing based on grassroots problem solving. Community Policing Forums will unselfishly look at their area as a whole and creatively work with all role players to find creative solutions. Having a wide and broad representation will ensure democratic control of all activities initiated by the forum. According to Badumuti (1996:8) the community must feel that they own such activities and guarantee maximum participation from all levels. He says that having representation from grassroots level will ensure the petty conflicts for instance a squabble involving two or three families, might be regarded by the forum as minor. Educational programmes should also involve people from grassroots level. It is necessary that workshops are conducted, not only for senior and prominent leaders and senior police officers, but for school going youth, the unemployed, women, the aged and all sectors of society that are generally affected by crime. The involvement of grassroots people in combating crime will only materialise once they are empowered to understand the benefits and the advantages of ensuring their own safety and security. The role of the CPFs in this instance is of critical importance and its relevance will be highlighted if it is fully engaged in such activities.

3.11 Objectives of Community Policing Forums and Boards

Stevens and Yach (1995:6) say that the service shall, in order to achieve the objectives contemplated in Section 215 of the Interim Constitution of Republic of South Africa, Act 200 of 1993, liaise with the communities through Community Policing Forums, area and provincial community police boards, as provided for in Sections 19, 20 and 21, with a view to :

- establish and maintaining a partnership between the community and the

service;

- promoting communication between the service and the community;
- promoting co-operation between the service and the community addressing the needs of the community regarding policing;
- improving the rendering of the services to the community at national; provincial, area and local level;
- improving transparency in the service and the accountability of the service to the community, and
- promoting joint problem-solving by the service and the community.

The establishment of Community Policing Forum and Boards, which should be broadly representative of the community, is of crucial importance. This should be seen as a co-operative effort to facilitate the process of problem-solving. The main objective of this partnership is to determine, through consultation, community needs and policing priorities and to promote police accountability, transparency and effectiveness.

3.12 Summary

It shows that without co-ordination and co-operation between the community and Community Policing Forums, that crime cannot effectively and efficiently be combated. Community Policing is collaboration between the police and community to identify and solve community problems. Word of mouth is an effective tool in spreading the message and informed CPF members can empower their communities to have a say in their own safety and eradicate crime and criminals from their area.

Community Policing Forum can promote local accountability, monitor effectiveness and efficiency of the service and advising the service in relation to what the police should prioritise at local level. Communities who have had negative relationship with their local police will be sceptical about the implementation of community policing and crime such as house breaking and rapes will still be committed. In the next chapters, the research findings regarding the functions of Community Policing Forums in the Lebowakgomo Policing area will be discussed. It will be evaluated against the discussion in the chapter of what is expected from Community Policing Forums.

CHAPTER 4

DATA PRESENTATION AND FINDINGS

4.1 Introduction

In this chapter the findings of the research conducted is presented. The research was limited to Lebowakgomo Policing Area and the data was collected by means of structured interviews which targeted the members of the Community Policing Forums and Sector managers. The structured interviews were conducted with ten (10) CPF managers, five (5) Sector managers and ten (10) of fifty two (52) elected chairpersons from sub-forums. The information gathered from the interviewed persons was about the implementation of Community Policing Forums implementation in the Lebowakgomo Area.

The columns and rows of the tables have been numbered in such a way that an alpha-numerical code can be used to refer to the respondents' reaction to questions in three categories (see 1,2 and 3 in table 1 below) can be used. For example B3 refers to respondent B (column) and 3 (row) to a sub-forum chairperson.

Objective 1

Describe the level of co-operation between the Community Policing Forums and the SAPS

A number of questions have been asked to establish whether there is cooperation between the police and CPF's.

Question 1: How would you describe the level of co-operation between the police and CPFs?

Table 1: Level of cooperation

	1	2	3
Respondent	CPF Managers	Sector Managers	Sub–forum Representatives
A	Yes, it is good when coming to reported cases.	No, CPF are not involved in the project which will assist in problem solving.	No, when reporting the case they do not come on time.

B	Yes, we are being involved when discussing about crime.	Yes, there is good co-operation when there is crime issues but not such as recruitment for police development.	Yes, when the meeting is about to be held or when decision is to be taken in regard to door to door campaign.
C	Yes, we are involved when but in most cases it can be seen when there is social order.	Yes, when the crime has been committed and police need help.	Yes, we are being involved when there is a dispute and creation of project for crime prevention.
D	Yes, when there is awareness campaign.	Yes, it is good when we want to combat crime.	Yes, community policing forums is invaded when patrolling the streets during the night.
E	Yes, it is minimal particularly when we want to participating in strategic planning.	To combat crime.	No opinion
F	Yes, we have are involved when there is a dispute and creation of projects for prevention of crime.		No, police come late when called to attend complaints.
G	Yes, CPF and police co-operate when combating crime and launching of projects to prevent crime.		Yes, they are doing well on certain cases such as domestic violence.
H	Yes, there is good liaison but not involved when good decision is to be taken.		Yes, to a certain extent, they are doing very well in solving crime.
I	Yes, there is an interaction when crime has been committed.		Yes, there is co-operation when launching some campaign.
J	Yes, there is good co-operation particularly crime prevention members.		Yes, but some members of the force divulge information to criminals.

Deduction: Respondents from all three clusters agree that there is good cooperation between the police and the CPF and sectors. Only three (3) of twenty-five (25) did not agree with the statement i.e. 88% of respondents agree. Two respondents, both sub-forum managers, stated that police reaction to calls after crime has been committed is slow (See A3 and F3). It should be noted that these two respondents are at the sector level and as such more in touch with victims of crime. The fact that there is agreement from respondents in the three groups supports the notion that there is good cooperation between the police and the CPF and sub-forums.

Question 2: Does a partnership between the police and CPFs exist?

Table 2: Partnership

	1	2	3
Respondent	CPF Managers	Sector Managers	Sub–forum Representatives
A	Yes, the community involve itself in the awareness campaigns.	Yes, particularly when the crime has been committed and partnership reinforce trust facilitates the exchange of information.	Yes, we are able to solve problems together such as neighbourhood conflicts.
B	Yes, police are being invited to address the community in regard to crime particularly to combat gangsterism emerged at some schools in the police area.	Yes, without facts, police officer cannot solve crime or social problems.	Yes, the challenge police face in getting information is that there must be some level of trust for citizen to cooperate with police.
C	Yes, there is good partnership between the police and community as they are patrolling hot spot together during the night.	Yes, we created project such as Child on Sport and Adopt Cops at various schools	Yes, police recognise the effectiveness of the problem solving approached there is a growing awareness that community involvement is essential for its success.

D	Yes, it seems as they are involved, considering their interaction.	Yes, to operate effectively the police need to devote attention to and recognise the validity of community concerns.	Yes, establishing and maintaining mutual trust is the central goal of the first come component community partnership.
E	Yes, rally to promote partnership in combating crime is being held.	Yes, as result of good partnership we managed reduce crime of stock theft where we manage to encourage stock owner to mark their livestock.	Yes, special unit such Family Violence Offence and Sexual and Child Offence is involved to educate families and children about abuses.
F	Yes, street committees and neighbourhood watches were launched with partnership with the police.		Yes
G	Yes, traditional leaders as well as farmers participate.		No, interaction is happening when the crime has been committed police do not come on time hence partnership do not exist as such.
H	No, sometimes members of the community are hiding criminals.		Yes, we help to solve domestic and neighbourhood conflicts e.g. family violence.
I	No, unless if the police need help after crime has been committed.		Yes, we visit to residents in their homes to offer advice or security.
J	No, interaction is happening when the crime has been committed. Police do not come on time when called hence partnership do not exist.		Yes, we are helping to organise and support neighbourhood water groups and regular community meeting.

Deduction: It can be concluded that partnership is prevailing among CPFs managers and police as there are only four (4) respondents who did not agree with the statement. 84% of respondents confirm that there is a partnership. It should be noted though that the dissenting voices are about reaction to crime, such as community members hiding criminals and complaints about reaction on calls for help after perpetration of crime. (see H1, I1, J1 and G3). Respondents G3 and J1 stated that the partnership is affected by the poor reaction of the police when called after a crime has been reported. Despite this, the overwhelming majority of respondents are of the opinion that there is a good partnership.

QUESTION 3: Do the police have regular contact with CPF?

Table 3: Police contact with CPF

	1	2	3
Respondent	CPF Managers	Sectors Managers	Sub- forum Representatives
A	Yes, when there is serious issue to be discussed.	Yes	Yes, if there are campaigns or meetings is going to be held.
B	Yes	Yes	Yes
C	Yes	Yes, particularly if there is a problem to be solved.	Yes, when there is a meeting and crime awareness campaigns.
D	Yes, if awareness campaign or meeting.	Yes	Yes
E	Yes	Yes	Yes
F	Yes		Yes
G	Yes		Yes
H	Yes, if there is going to be awareness campaigns.		Yes
I	Yes		Yes
J	Yes, regularly to discuss crime.		Yes

All respondents agree that there is regular contact between the police and the CPF.

QUESTION 4: Do the police involve CPF in crime prevention?

Table 4: Police involve CPF in crime prevention?

	1	2	3
Respondent	CPF Managers	Sector Managers	Sub-forum Representative
A	Yes, when conducting crime campaigns.	Yes, sometimes when launching projects to prevent crime.	No, is only when there is a social order, is then when we are involved.
B	Yes, CPFs are involved when patrolling streets to combat house robberies.	Yes, they are giving police information when want to effect arrest for wanted suspect.	Yes, neighbourhood watches are launched to patrol street during the nights.
C	CPFs are accompanying the police to address the school children at schools about crime.	Yes, street committees and neighbourhood watches are being involved to patrol street during nights.	We are involved when holding making campaigns against crime.
D	We involve neighbourhood watches and street committees to combat.	No, sometimes they are afraid of being victimised and regarded as spies.	Yes
E	Yes, CPF involve when police need information.	Sometimes because may divulge plans to criminal to defeat justice.	Yes, we are involved when there are cases like stock theft have been reported and inform police about the suspect.
F	We distribute newsletters in the area about crime and how the police should conduct themselves.		We established whistle blowers and street committees.

G	Yes, CPFs monitor and evaluate the service rendered by the police and make recommendation how effective method to combat crime to be applied.		Yes, problems such as domestic violence and drug abuse.
H	Yes, launched street committees to fight crime.		Addressing the members regarding local policing priorities.
I	Yes		Yes, social workers and other professionals are involved to solve family disorder.
J	Yes, we educate people about their particular problematic situation and their potential capacity to change their situation in order to meet their unmet needs.		The Child in Sports and Cop soccer were created to encourage school children and youth to be involved in sports in order to avoid them not easily to be prey of crime.

Most respondents agree that police involve them in crime prevention like when accompanying them to address the school children about crime, street committees and neighbourhood watches, patrolling street during the nights. It is only two respondents (D2 and E2), who do not agree. E2 stated “No, sometimes they are afraid of being victimised and regarded as spies.” Although this is only one respondent’s opinion, it is something that cannot be ignored within the historical context of policing in South Africa.

Question 5: Apart from meetings, do the police / CPF regularly communicate?

Table 5: Police/CPF communications

	1	2	3
Respondent	CPF Managers	Sectors managers	Sub-forum Representatives

A	Yes, when conducting some crime awareness campaign.	Yes, if there is serious crime particularly house breaking and house robberies.	Sometimes if there is issue to be discussed.
B	Yes, when addressing communities in regard to crime.	Yes, invited by members of community to address them about crime.	Yes
C	Yes, during soccer matches.	Yes, patrolling of streets during the nights.	Yes, when the project is being launched.
D	Yes	Yes	Yes
E	Yes, when conducting crime awareness campaign.	Yes, when important guests are visiting the area.	Yes, when the police need assistance from the community.
F	Yes		Yes
G	Yes, when holding campaign meeting.		Yes, when police need help we are invited.
H	Yes		Yes, if the police encounter problem in the communities we are meeting.
I	Yes		Yes
J	Yes		Yes

The question refers to regular contact. The majority responses (52%) refers to contact based on special needs. The respondents agree with the statement that there is communication particularly when conducting crime awareness campaigns, when police need assistance from the community and when encountering problems in the communities. At face value, it seems as if there is regular communication. However, most respondents qualified their responses. In **Table 5**, the words considered as qualifying the responses have been **bolded**. A total of 13 responses have qualifying words. This means 13 out of 25 responses are qualified.

Objective 2

Describe the activities of the Community Policing Forums and Sub-forums in the Lebowakgomo (policing area) to improve service delivery to the public

A total of five questions have been posed to respondents to assess this objective.

Table 6

QUESTIONS 1: Do CPF members ensure that poor service delivery is reported to police management?

	1	2	3
Respondent	CPF Managers	Sector Managers	Sub-forum Representatives
A	We report discrepancy to the station commanders or senior person.	Yes	Yes, we report poor services to the station commander but there is little improvement.
B	Yes, poor service reported but management will respond that there is lack of resources.	Yes, we encourage training of police members.	Yes
C	Yes	Yes	Yes
D	Yes	Yes	Yes
E	Yes	We report poor services to the management in order to improve service delivery.	Yes
F	Yes		Yes
G	Yes		Yes, to improve a good partnership and accountability.
H	Yes		Yes
I	Yes		Yes
J	Yes, we report poor services in order to create responsibility and accountability.		Yes

Deduction: According to the participants it was found that all confirmed that poor service

delivery is reported or gets some form of response.

Table 7

Question 2: Do CPF members ensure that corrective steps are taken in case of poor service delivery?

	1	2	3
Respondent	CPF Managers	Sector Managers	Sub-forum Representatives
A	Yes, in service training to members.	Yes, workshops are being held.	No, we cannot discipline police members.
B	Yes, sometimes we inform the Station Commanders to take disciplinary measures.	We encourage the management to send the members to undergo some courses.	No, we are regarded as spies by some of police members.
C	Yes, we are writing a letter to Provincial Commissioner to intervene if the Station Commander could not address the problem.	Yes, we are informing Station Section Commanders.	Station Commander is being informed.
D	Yes	Yes	Sometimes we're informing the Station Commander.
E	Yes	Yes	Yes, informing the Station Commander.
F	Yes, during lecture session the Station Commander inform police officials.		Yes, we are reporting to Station Commander during meetings.

G	Yes we discuss it during meetings and inform the Station Commander to take relevant steps.		Yes, are reporting it to Station Commanders.
H	Yes, we report any poor work to Station Commander.		Yes
I	Yes		Yes
J	Yes		Yes, inform Station Commander to address the matter.

Deduction: According to the majority of respondents corrective steps are taken to address poor service delivery and that can be confirmed, as the letter was written to Provincial Commissioner to address the shortage of manpower at the police station (C1). Only two (2) of twenty five (25) respondents did not agree with the statement as they said that could not discipline police members. However it is clear from a number of responses that the respondents feel that once they reported a matter it is sufficient to ensure that corrective action is taken. (See C2, C3, D3, E2, F3, G3, H1 and J3).

Question 3: Do CPFs make follow-ups on reported crime to ensure proper reaction to calls by victims?

Table 8: Follow-ups on reported crime

	1	2	3
Respondent	CPF Managers	Sector managers	Sub-forum Representatives
A	No, sometimes.	Yes	No, we do not have phones to contact police regularly.
B	Not always as sometimes we do not know the investigating officer.	No	No
C	We do not have facilities to contact the police.	Yes, will find that other investigating officers are not co-operative.	Sometimes when you phone, you cannot get a proper answer.

D	Yes	Yes	Not always.
E	Yes	Yes	No
F	No		No
G	Yes		Sometimes we do not know investigating officer.
H	Not always.		Yes if the case is serious.
I	Yes		No
J	No		No

Deduction: Out of the 25 respondents, 10 said that follow-up enquiries are not made, while 8 say that it is done. Seven respondents gave answers that indicate that it is not always done (See A1, G3 – sometimes; B1,D3 and H1 – not always).The respondents that are of the opinion that follow-ups are not made or only sometimes made represents 40% and 28% respectively or a total of 68%.

It is clear that the first reaction to crime, i.e. the police attending to the call is not well attended to.

Question 4: Do CPF make follow-ups on progress with investigations?

Table 9: Follow-ups on progress with investigations

	1	2	3
Respondent	CPF Managers	Sector Managers	Sub-forum Representatives
A	Not always , it depends on seriousness of crime.	No, unless the victim wants development in regard to the case.	No, unless the victim needs progress.
B	No, unless there is a complaint in regard to investigation.	Yes, but not always .	Yes, it depends what kind of the case.
C	Yes, if there is a complaint then we inform Station Commander to keep a watchful eye.	Yes	No
D	Yes	Yes	Yes

E	Yes	Yes	No, if we're sent by the victim.
F	Yes		Yes
G	Yes		Yes
H	Yes. if there is a complaint we then intervene.		Yes, if the victim complain about the progress.
I	Yes		Yes, if the circumstances force that we should intervene.
J	Yes		If there is a complaint in regard to the victim`s case.

Deduction: Twelve respondents (48%) made qualifying statements. Responses that include words such as “if”, “unless”; and not “always” were taken as qualified responses.

This means that follow-up on the investigation progress is not routinely done but it depends on mainly complaints by the victim. An equal number of respondents gave an unqualified “yes” as a reply to this question. There is thus an almost fifty/fifty split in the responses.

Question 5: Are victims’ rights protected by the CPF and feedback given to them?

All respondents agree with the statement that victims’ rights are protected by CPFs and feedback is given to them where they do not satisfied the matter is reported to Station Commander further Victims Empowerment Centre has been erected to accommodate Domestic Violence victims.

Table 10: Victims’ rights

	1	2	3
Respondent	CPF Managers	Sector Managers	Sub-forum Representatives
A	Yes	Yes, rights are protected and rallies are being held in regard to abuses of children, woman and disabled person.	Yes, lectures are being held in regard to Domestic Violence Act.

B	Yes	Yes, we are distributing some pamphlets on Bill of Rights.	Yes during campaigns abuse communities about human rights.
C	Yes	Yes	Yes
D	Yes, school, churches, villagers are visited to educate the youth about human rights.	Yes	Yes
E	Educational programmes are presented and victims are given feedback in regard to their complaints.	Yes, workshop is being conducted and feedback given to victims.	Yes, any complaint relating to abuse power by the police is investigated and feedback is given to the victim.
F	Dissatisfaction or complaints about poor service given by police e.g. failure to assist or protect victim is reported to IPID.		Yes, involvement of SAPS in as far criminal activities such as corruption is regarded.
G	Particularly domestic violence is kept in the Victim Empowerment Centre and advises to open case if their rights were violated.		Yes
H	Yes		Sometimes.
I	Yes		Yes
J	Representatives from Department of Justice and Constitutional Development workshop victims in regard to domestic violence and feed back is given in regard to investigation of their cases.		Yes, victims are highlighted to their rights and feedback is given if she/ he reported a case.

Deduction: It is clear that participants agree that victims' rights are protected. There was

not a single dissenting response. The responses can be summarized into four categories.

Yes- without any clarification – 10

Educational aspects, information and training to community members on victim rights - 7 (see A2; A3; B2: B3: D1; E1 and E2).

Action related responses such as giving feedback to complaints and investigations – 4 (See E3; F1; F3; and G1).

Objective 3

Question 1: Is the CPF /police in a successful partnership?

Most of respondents agree with the statement as to whether there is CPF/ police successful partnership respondents alleged that crime decreased particularly housebreaking and house robberies. They managed to visit schools and churches to workshop children in regard to crime and recently few complaints were reported. See table 11.

Table: 11 CPF /police partnership

	1	2	3
Respondent	CPF Managers	Sector Managers	Sub-forum Representatives
A	Yes, crime decreased particularly house breaking and house robberies.	Yes, most people began to understand how Community Policing is working.	Yes, good relationship between communities and police improves.
B	Yes, police and community began to understand each other.	Yes, police are able to get information without a hindrance.	Yes, crime has decreased.
C	Yes, police and CPF able to solve problems.	Yes	No, lack of proper support and cooperation by some members of SAPS and police management.
D	Yes	No, most CPF members lack skills and knowledge.	No, police take long time to attend complaints.

E	No, there is not enough manpower to attend complaints.	No, some members of CPF hide criminals.	Yes
F	Yes		Yes
G	No, lack of funds and support from top management.		Yes, police accompany us during crime awareness campaigns.
H	Yes, we managed to solve more crime such as house robberies and rapes.		Yes, we managed to solve crime.
I	Yes		Yes, many reports about crime decreased.
J	Yes, we visit schools and churches to workshop children about crime and few complaints are reported.		Yes, we managed to solve gangsterism in township schools.

Deduction: it was deducted that only six (6) of twenty five (25) respondents did not agree with the statement. They raised factors such as most CPFs members lack skills and knowledge to make forums to work effectively. Lack of funds, proper support and cooperation by some members of SAPS and police management.

Objective 3

Assess the level of perception of respondents on the police and CPF success / failure

Question 2: Do you think crime has been reduced as a result of CPF/ police activities?

All respondents supported the statement and further alleged that awareness campaigns to combat crime were established. They visited hot spots regularly and also involving Crime Intelligence Analysis Centre (CIAC) to update them on crime trends and patterns.

Table 12: Crime reduction

	1	2	3
Respondent	CPF Managers	Sector Managers	Sub-forum Representatives
A	Yes, awareness campaigns to combat crime were launched.	Yes, rallies were conducted to educate community in regard to crime.	Yes, projects are being made to combat crime.
B	Yes, we are making door to door campaigns to reduce crime.	Yes, we participate in crime preventing on foot patrol.	Yes, we are accompanying police to patrol the street on weekends.
C	Yes, neighbourhood watch is conducted.	Yes, hot sport areas are visited regularly to patrol.	Yes
D	Yes, to involve business people and youth desk to combat crime give good results.	Yes, involvement of sector communities such as taxi owners, youth, and family representative to prevent crime yield good result.	Yes, patrol street during the day avoid house breaking when their owners went to places of employment.
E	Yes, CPF and police co-operate when combating crime and launching to projects to prevent crime.	Yes, when CPF arrangement in the villages to educate them about crime.	Yes
F	Yes		Yes, since introduced and established the concept of sector policing all the role players can make contribution to crime prevention initiatives in their sectors.
G	Yes, CPF as well as the police reservist assisted in the initial identification of community interest to establish sector crime forum (CPF).		Yes, neighbourhood watch approach was implemented.

H	Yes, liaised with external role player on behalf of sector managers to facilitate the implementation of long term pro-active strategies.		Yes, consulted Crime Intelligence Analysis Centre (CIAC) managers to establish crime trends, tendencies and patterns in different sectors.
I	Yes		Yes
J	Yes, Adopt a Cop project and promotion of Youth Programme at school within the sectors.		Yes

Respondents in all three groups agree that there has been a reduction in crime within the precinct. It was found that crime statistics showed that crime has increased e.g. business burglaries, robberies, theft of motor vehicle and in some cases like burglaries (house), house robberies have gone down. See comparison of Lebowakgomo Police Station crime statistics below: Tables 12 A, B and C (SAPS Annual Report 2013).

Table: 12-A

03 MONTHS FOR CONSECUTIVE YEARS
2012-03,2012-04,2012-05
2013-03,2013-04,2013-05

	Decrease	Constant	Increase	Drastic Increase	
DSSC	Past	Present	Percentage of Total	Change	Percentage of Change
(Dssc11) Abduction	0	1	.2	1	N/A
(Dssc09) Child Abuse	0	1	.2	1	N/A
(Dssc48) Contact Sexual Offences	0	1	.2	1	N/A
(Dssc07) Sexual Assault	0	4	.7	4	N/A
(Dssc46) Robbery With Weapon Other Than Firearm	2	8	1.3	6	300
(Dssc02) Attempted Murder	1	4	.7	3	300
(Dssc27) Car Jacking *	1	3	.5	2	200
(Dssc43) Attempted Business Robbery	1	3	.5	2	200
(Dssc18) Theft Of Motor Vehicle And Motor Cycle	6	14	2.3	8	133.3
(Dssc34) Common Robbery	13	26	4.2	13	100

Table: 12-B

(Dssc03) Culpable Homicide	7	13	2.1	6	85.7
(Dssc13) Assault Common	36	55	9	19	52.8
(Dssc33) Attempted Robbery: Aggravated: With Fire-Arms	2	3	.5	1	50
(Dssc19) Theft Off/From Motor Vehicle	17	23	3.8	6	35.3
(Dssc01) Murder	4	5	.8	1	25
(Dssc14) Burglary (Excluding Residential Premises)	29	36	5.9	7	24.1
(Dssc23) Fraud	15	18	2.9	3	20
(Dssc22) Malicious Damage To Property	40	42	6.9	2	5
(Dssc29) Robbery Cash In Transit *	0	0	0	0	0
(Dssc37) Attempted Rape	2	2	.3	0	0
(Dssc42) Attempted Theft (Other)	1	1	.2	0	0
(Dssc26) Illegal Possession Of Firearms And Ammunition + 490024	2	2	.3	0	0
(Dssc10) Kidnapping	1	1	.2	0	0
(Dssc06) Rape	28	28	4.6	0	0

Table: 12-C

(Dssc05) Public Violence	2	0	0	-2	N/A
(Dssc35) Attempted Common Robbery	1	0	0	-1	N/A
(Dssc41) Attempted Theft From/Off Motor Vehicle	1	0	0	-1	N/A
(Dssc12) Assault Gbh	67	61	10	-6	-9
(Dssc31) House Robbery *	3	1	.2	-2	-66.7
(Dssc47) Other Offences Related To Live Stock, Poultry And Birds	3	1	.2	-2	-66.7
(Dssc21) Arson	6	2	.3	-4	-66.7
(Dssc25) Driving Under The Influence Of Alcohol Or Drugs	7	3	.5	-4	-57.1
(Dssc04) Robbery Aggravating	21	11	1.8	-10	-47.6
(Dssc17) Shoplifting	29	19	3.1	-10	-34.5
(Dssc32) Business Robbery *	9	6	1	-3	-33.3
(Dssc15) Burglary (Houses)	85	71	11.6	-14	-16.5
(Dssc08) Crimen Injuria	14	12	2	-2	-14.3
(Dssc24) Drug Related Crime	46	41	6.7	-5	-10.9
(Dssc20) Theft (Other)	87	78	12.7	-9	-10.3
(Dssc16) Theft Of All Stock	30	27	4.4	-3	-10

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Objective 3

Question 3: What factors contribute to success/ failure in CPF police interaction?

Table 13: Factors contributing to success/ failure in CPF/ police interaction

	1	2	3
Respondent	CPF Managers	Sector Managers	Sub-forum Representatives
A	Lack of support or partnership among role players.	No community or support between role players.	If there is no co operation between community and forums.
B	No financial support from SAPS.	No cooperation from senior management.	If there is no support from youth.
C	Improvement of deliveries of police service to the community.	Ensure accountability and transparency.	No transparency will lead to failure.
D	Ensure consultation and proper communication between the police and the community.	Strengthen the partnership.	Ensure accountability and transparency.
E	Lack of skills and knowledge.	Lack of training.	Commitment.
F	Indifferent from role players.		No cohesion among partners.
G	If there is a support from community.		Proper planning.
H	Lack of support from community.		Lack of support and co operation by certain community members and top South African Police Management.
I	Failure to report crime in time.		Failure by police to attend complaints on time.

J	Lack of funds.		Encouragement of participation by community to fight crime.
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This question has resulted in a plethora of responses concerning support and cooperation.

The main points that were raised can be summarised as:

Lack of resources;

Lack of empowerment; and

Lack of top police management support.

This point is certainly a topic for further research.

Question 4: Can you describe CPF / police programmes that have succeeded or failed?

Respondents agree that they have launched campaigns in the villages to fight crime which really produced good results. They further establish operation such as “Vulindlela” to patrol hot spots areas over the weekends. See Table 14.

Table 14: CPF / police programmes that have succeeded or failed

	1	2	3
Respondent	CPF Managers	Sector Managers	Sub-forum Representatives
A	Launching of campaigns in the village to fight crime produced good results.	Established strong partnership with Magoshis and their communities, crime went down.	Visiting of school to do educational programmes such as taking of drugs.
B	Established of street committees to combat crime.	Patrolling with members of community during the night to combat house robberies.	Established victim empowerment centre.
C	Established of street committees to combat crime.	Established operation `Vulindlela` to patrol hot spot areas over the weekends.	Police formed foot and vehicular patrol to combat money snatchers.

D	Success with CPF is communicated at length at local news papers and radio stations to keep the abreast of the progress made by their representative contribution.	Launched community visitor schemes inviting members CPF to address personnel during station lectures.	Meetings are held on a continuous basis within sector to address emerging problem.
E	Launching Adopt a Cop at schools to combat crime changed behaviour of youth.	Encouraged local business managers to bank their daily monies, collected before the next day to avoid morning robberies.	Involvement of members of the Family Violence, Child Protection and Sexual Offences Unit to educate the communities.
F	The campaign to address problems such as crime committed against woman and children and corruption in the police including the loss of case dockets introduced accountability.		Close unlicensed liquor outlets to decrease supplies of liquor to under aged customers.
G	Existence of projects such Tswalela Shebeen, involvement of churches against crime to combat crime. People began to feel safe.		Distribution of newsletters in the business areas to help people not to be swindled their money.

H	CPF police have formed soccer club involving youth from local villages which competing in tournament during school holidays.		Visiting of schools in the area to be alerted about the takings of drugs.
I	A CPF arranged for the provision of fresh water to community which has no access to water, prevented the residents from trespassing on the property of farming to obtain water.		Street committees to combat crime were established.
J	As a results co operation of CPFs, different instances of the community pointing out criminals to the police or even arresting them themselves and handling them over to the police have occurred.		CPF have contributed towards cleaning and decorating their town police station.

Deduction: Respondents felt that specific programs have been successful. Though a number have been mentioned, street committees, patrols and closing illegal liquor outlets are amongst the most mentioned ones.

Question 5: Have you got any suggestions to improve CPF/ police partnership?

Table 15: Suggestions to improve CPF/ police partnership.

	1	2	3
Respondent	CPF Managers	Sector Managers	Sub-forum Representatives

A	We improve partnership with the police.	Teamwork makes CPFs / police to combat crime effectively.	Yes, to improve transparency in the service and the accountability.
B	Promote joint problem solving by the police and the community.	Visiting communities regularly to hear their problems.	Maintain a partnership between the community and the police.
C	Yes, promotion of partnership among stakeholders.	Provision of resources and funds.	Yes, involvement of other Government Departments.
D	Commitment from all participants.	Involvement of youth.	No, suggestions amount to good cooperation and partnership.
E	Yes, show accountability and involvement in partnership.	Monitoring and feedback can be expected from the police.	Stakeholders must have skills and knowledge.
F	Yes, always offered the opportunity to make impacts regarding the strategies plan in my police areas when raiding illegal liquor outlets.		Teamwork and respect.
G	No		We accept any impact such as training of police from any source in order to strengthen our partnership.
H	Skills and knowledge.		Yes, cooperation and cohesion among participants.
I	Yes, to involve the community suggestions in all of the aspects of developing and implementing your strategy is vitally important.		Yes, consultation and communication also help encourage partnership and strengthen it.

J	Yes, planning should be considered before you begin to consider your crime prevention strategy .		Yes, should form part of the team or consulted before crime prevention strategy can be implemented.
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Deduction: According to almost all respondents, teamwork, respect, skills and knowledge will improve the partnership. The respondents also mentioned “strategy” a number of times and respondent B1 also refers to joint problem solving. This reflects a need for joint planning and team work.

4.2 Summary of the Descriptive Analysis of the Implementation of Community Policing Forums in the Lebowakgomo Area

In this class of questions the researcher needed to find out the working partnership between Community Policing Forums and the South African Police Service in regard to Police activities to fight crime. All the respondents agreed that there was a good interaction between the Police and the Community Policing Forums in working together. The issue of not participating in the management meetings, not patrolling with the police and recruiting of the new members was a concern. They affirmed that the Police are taking part in Community Policing Forums projects in order to build co-ordination and partnerships between the police and the community.

The establishment of Community Policing Forums resulted in the fact that different project was set up to increase collaboration between the police and members of the Community, which include Child-in-sports and Cop soccer. The Community Policing Forums started the Child-in-sports project to inculcate the school children and youth to participate in sports. The main aim for this project was to prevent the children from idling doing nothing where eventually they will be vulnerable to crime. Cop-soccer was incepted by the Community Policing Forums to establish a partnership between them and the residents of Zones A, F, B, S and neighbouring villages such as Mamaolo where crime such as house breaking and house robberies are taking place. The police are playing against a team from each village on every Wednesday.

The police are being invited by local teams to participate in their villages during festive

seasons and this encourages villagers to come together with the Police. Morrison (2000:5) says that where they then can provide information the police crime awareness campaigns should be carried out in the sense of educating the community in general about crime. Although the Minister has put moratorium in regard to divulging of crime statistics without permission, regular consultation with the community about crime is promoted to reduce fear.

According to Van Rooyen (1994:51) it is presumed that thoughts and proposals will eventually contribute to the qualitative improvement of policing on ground level. He says that a more ambitious objective is required to develop a unique manner of policing that will comply of a free and diversified society. Society expects the police to deal with an unbelievable number of problematic situations. In Lebowakgomo policing precinct, particularly in Zone F, every Friday and Saturday night, some youths play loud music, drink liquor in public and take part in drag racing with cars. Community Policing Forums and the members of the Police Service initiated the project operation "Vulindlela" where they are patrolling the streets over weekend and raiding wanted suspects. The project Youth Desk was established to assist in combating and prevention of crime. They were visiting the schools in the company of Community Policing Forums and SAPS members to lecture about crime and social ills such as termination of pregnancy and concealment of births. On a monthly basis dissemination of pamphlets to the business institutions is being done, volunteering patrols by residents during the nights and a project of whistle blowing was establish when someone committed crime.

A distinction is drawn between the projects initiated by the police and those of the Community Policing Forums. The Community Policing Forums projects are long term projects and they focus on building partnerships between the police and the community. The police projects deal directly with crime affecting the community. Both types of projects are important for success of Community Policing. The Community Policing approach is based on the presumption that the police alone cannot effectively control crime or address the causes thereof. What is needed is the development joint capacity to prevent crime. The police together with the Community Policing Forums must initiate, plan and manage projects aimed at preventing and combating crime (Sebola 2006:52). There is a sign that Community Policing Forums had succeeded to create a good coordination and partnership between the police and the community.

According to Kidd & Braziel (1999:1) one of the most important aspects of partnership is that the individual members bring different skills, interests and perspectives to the shared vision. They say that the following action steps to success must be adhered to:

- ensure that all partners have a part in developing the shared vision and common goals.
- define member's roles and responsibilities.
- involve all partners in project activities meetings and discuss.
- seek communication from partners.
- acknowledge and reward team members.

According to Sebola (2006:52), it is vital that Community Policing Forums also be involved in crime problem solving projects. According to Peak & Glensor (1996:84) the Newport News task force design a four stage problem solving process known as South African Revenue Service (SARS): the model involves scanning analysis respond and assessment. The Community Policing Forums and the police should participate in all problem solving process in order to identify the problem and evaluate it. According to Sebola (2006:53), analysis which is the heart of the problem solving process, focuses on learning as much as possible about the problem with the aim to determine the causes. Response can be defined as the stage where someone is making determined efforts to deal with the problem. It sometimes becomes necessary that response comes in a form of arrest, or referral to other agencies. In assessment stage the Community Policing Forums and the police should evaluate whether the problem was addressed.

Respondents alleged that the Community Policing Forums are not involved in the projects which will assist in problem solving. Often the police officer will identify and solve a problem on his own, while a solution in other cases must be found either within a broader police action or the community or both. Furthermore success is determined by statistics. A police institution is successful when the crime rate is low or the number of arrests is high. The most efficient police officers are those who make the most arrest or respond to the greater number of calls.

Only 2% of the respondents confirmed that the police devote most of their resources to

the answering of calls and responses to reported incident; manpower and logistical abilities are simply no longer sufficient to accommodate the incident driven style. According to Trojanowics & Bucqueroux (1994:51), the citizens are in the best position to know what is needed in their neighbourhoods. They say that they know what is best for them. They say that if they are asked for their inputs and are listened to, they will feel needed and have an investment to ensure that the problems are solved. They will have a stake in both the process and the outcome.

A large majority (80%) of respondents are of the opinion that recruitment and policy development is management's area of discretion of not involving the Community Policing Forums and if that is being done would be usurping the powers of the Station Management or National Commissioner while on other hand the respondents suggested that during recruitment they should be involved in order to root out corruption and to avoid to enlist people with unbecoming behaviour. This was experienced at Lebowakgomo Police Station where chairpersons after their term of office has elapsed did not want to vacate their seats which resulted in disfranchise to other members of the forums. The members of forums were interfering in the running of the administration of the station which caused the moral of the members to go down and did not want to participate in the Community Policing Forums activities. The senior officers were verbally attacked for no apparent reasons which resulted in relationship to become bitter to some of the CPF members. To involve them community will promote a good relationship, transparency and partnership. In terms of Section 215 of Constitution of Republic of South Africa, Act 200 of 1993, the police should involve the community in policing matters.

Section 221 of Constitution of the Republic of South Africa, 1993 requires the information of Community Policing Forums at Station level and indicates a number of possible functions which these forums may play. These include the promotion of local accountability, the monitoring of effectiveness and efficiency of the service and advising the service in relation to what the police should prioritise at a local level. According to Mufumadi (1995:2), these are functions which are vital for effective policing, but they do not mean that the community can control policing in the sort of way which some people seem to think it should. He outlines this because of the need for an impartial police service. He alleges that the history of the policing is the perceptions of bias and the lack

of even handedness on the part of police.

4.3 The Community Policing Forums and Organisation

The researcher needed to determine whether implementation of Community Policing Forums in the structures such as churches, school and to talk with local neighbouring associations. Talk with residents to learn more about the history of the community to help to identify residents who have longstanding credibility. These individuals can often guide to additional community leaders. The Community Policing Forums is compromised with all people from all sectors within the Lebowakgomo area. The Community Policing Forums show representivity to different ethnic and cultural groupings. The clerics, youth and taxi association should be mobilised to address problems of violence in the family by serving on a sub-committee, together with the police.

Neighbourhoods are represented in the community policing structures and the business sectors are not represented by the Station Commissioner quarterly holding meetings with them to voice out their complaints in regard to taxi associations, they attend the meeting with station management if one of their member has committed crime and want to secure his release and that cannot strengthen the Community Policing Forums structure.

Arrangement was made that during the campaigns in the village the people with certain qualities and skills should be invited to talk with residents. Respondents confirmed that in Lebowakgomo Police area that social workers should advise the school children about the drugs and furthermore Miss Ndou from Department of Justice and Constitutional Development to address the residents about Domestic Violence Act .The employees of Correctional Services are visiting the parolees in the villages.

All respondents agreed that recruitment of the members in the Lebowakgomo was not based on skills and knowledge but as long as they can attend in large numbers, during executive meetings. Most of the members are unemployed ladies who are looking for employment. Most of the respondents are of the opinion that members of the community join the Community Policing Forum to help police in crime prevention.

Other respondents alleged political motives as a reason to join Community Policing Forums as a structure established in terms of the Constitution to help and maintain

partnerships with the community and identify problems and give possible solutions. Political affiliation should not have influence in the Community Policing Forums.

4.4 Community Policing Forums

This class of questions is needed to evaluate the implementation of Community Policing Forums in Lebowakgomo as part of the process of identifying stakeholders for the collaborative effort, also identify possible contributions that each of those stakeholders may bring to such efforts.

4.5 Activities Fulfilled by Community Policing Forums

Respondents gave the same opinions in regard to fighting of crime by holding campaigns, distributing of pamphlets and also using radio slots to advise the community about crime. They agree that the Community Policing Forum is involved in the development of neighbourhood organisation where the residents are patrolling the streets during the night to combat crime. They further visit Magoshi's, and schools to make them aware of the dangers of drugs. During the day they visit the local shopping complex and make use of a loudhailer to make the community aware of keeping their money safe and alerting them to the fact that they must not buy stolen goods.

All respondents confirmed meetings are held on a monthly basis at the police station and the cluster and that the attendance is good. Some complained about not being involved in planning strategies, not given stipends as promised by National Government that causes Community Policing Forum members to retreat and divulging of information by some members of the police to the criminals. It is imperative that police members at Lebowakgomo Police Station must change to become community police officers. Division between the members at the station and improving good relationship between the police and the members of the forums in order to combat crime effectively must be addressed. There is no doubt that a good partnership between the police and the community do exist.

4.6 Community Involvement

It is agreed by respondents that Community Policing Forums promote community involvement. The Community Policing Forum of Lebowakgomo consists of

representatives from four sectors and sectors are comprised of elected representatives from 52 sub-forums. Meetings are held to have campaigns in particular villages, although sometimes attendance is poor. It was confirmed that the community approaches the Community Policing Forums when crimes are committed in their neighbourhood, particularly the crimes against small enterprises like *spaza* shops and small businesses that are burgled. It was reported that community projects such as traditional dances and performing dramas about crime that does not pay, are carried out at schools, but could not be confirmed. Other respondents alleged that many projects could not be executed because there is no enough transport to take Community Policing Forums members to these events..

The respondents stated that Community Policing Forums provide the police with suggestions from members or the community as to what the problems are within the neighbourhood and where are they happening. This is what community policing concept is about. According to respondents there is a lot of involvement between communities and the police regarding problem solving. At the station there is not enough manpower to attend to complaints and it was decided that they should write a letter to Provincial Commissioner to address the matter. Respondents reported that they play a big role in community projects and this was confirmed as the projects such as Thari, Involvement of Churches against crime, Le Amogetswe and Bolokegang were launched.

4.7 The Success and Problems

Many respondents agreed that there are successes achieved by the Community Policing Forums for improvement of relationships between the police and the community. The members of the police are regarded as friends of the community and no longer as enemies. The gap that existed a long time between the police and community has been eradicated and police have gained the trust of the community and in so doing have also gained their co-operation. They managed to combat the building of gangsterism at Derek High School and S.J Van der Merwe High School in Lebowakgomo where some learners were stabbed. The parents and members of the community voiced out concerns about crime and disorder at these two schools where the co-ordinator of Community Policing Forum at Lebowakgomo Police Station liaised with all role players and successfully addressed the conflicts. It was agreed that crime has decreased particularly house

robberies are no longer reported and the usefulness of Community Policing Forums was recognised.

The relationship between the police and members of the community improved and resulted in the building of a Victim Empowerment Centre to accommodate victims of Domestic Violence. Many respondents are of opinion that teamwork and giving of information by members of the community resulted in arresting many offenders. Sector Policing was established and implemented; the scope of implementation should address specific objectives according to the needs of a sector, such as the following:

- to have updated information available on the prevailing crime trends and crime related conditions within a sector to create force multipliers by mobilising all available police and non- police resources in the fight against crime;
- to organise structures to promote co-ordination and liaison between the police and role players with a sector;.
- to establish a shared responsibility between police and the role players by developing a working relationship to address crime related concerns of the community; and
- to optimise service delivery through a collective effort by all role players to increase their resources to prevent crime and by implementing more effective practices (Paneras, 2002 : 3).

In Community Policing, successes are measured by three general criteria to wit effectiveness, efficiency and equity (Peak & Glensor, 1999: 298-300). An effective community oriented policing strategy has positive impacts on reducing neighbourhood crime, alleviating citizen fear of crime and enhancing the quality of life in the community. In this case the efforts and resources of community policing partners are combined in order to make lawful and equally meaningful contributions. Badumuti (1996:8) says that the community is unlikely to participate in any community policing initiatives, if they are not empowered to engage meaningfully with local police about their problems and priorities. In regard to this, the police reservists were recruited at Lebowakgomo Police Station and they help in crime prevention and statement taking and certifying of documents in the Community Service Centre. During weekends they are also helping the police officers to launch drug and domestic violence awareness campaigns in the

villages and raiding of unlicensed liquor outlets. Assess of effectiveness should not only focus on the way in which the problem has been eradicated or reduced, but the manner in which this has been accomplished. Efficiency means getting the best impact from the available resources.

The problems that the Community Policing Forums face include a lack of support and co-operation by certain community members and top South African Police Service Management, lack of funds and, transport, lack of knowledge and experience with Community Policing Forum Executive and communication obstacles experienced since Community Policing Forum was launched. The majority of the respondents are not certain whether Community Policing Forums completed the projects but many awareness campaigns were launched and members of Community Policing Forum also attended workshops to improve their knowledge and skills. The responsibility of the Community Policing Forum is to mobilise members of community to combat crime, but they do not get encouraging support from senior police officers in SAPS and those at station level to provide resources. It was experienced at Lebowakgomo Police Station where African National Congress (ANC) members were claiming the concept is their product resulting in the fact that members from other parties were not willing to participate and this caused some difficulties to the co-ordinators. The functioning of the Community Policing Forum will be negatively affected when issues of a political nature dominate the agenda. The members of communities become suspicious in regard to the capabilities of the police officers and this led to the situation where the forum meetings were only attended by unemployed women who were looking for jobs, few individuals who have access to invitations, others collected from their respective villages and this end in elitist control of the Forum and thus not being fully representative of the communities. The unemployed would be pursuing for employment and if not forthcoming they would retreat one by one. Individuals who attend Forum meetings happen to be licensed or unlicensed liquor outlet owners who are not complying with their licence guidelines or law and claiming to be representing their communities. These people do not seem to represent any structure, and therefore, have no mandate and as a result there is no productive feedback.

4.8 Summary

The transformation of the South African Police Service has not yet fully touched communities in the Lebowakgomo. There are some people in the villages who do not know what Community Policing entails. Furthermore more people do not know fundamental functions of the Community Policing Forums and that impede promotion of partnerships, relationships and collaboration to reach a common goal. It can be confirmed during the interviews that most of the Community Policing Forum's members were not introduced to the Policy Framework for Community Policing Document which contains the mandate of the Community Policing Forums.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter the conclusions and recommendations are being made in regard to a descriptive analysis of the implementation of community policing forums in the Lebowakgomo area. This chapter aims at summarising the views of the respondents with the intention of determining whether the established research objectives have been achieved. The recommendations do address the expressions (feedback) given by respondents.

5.2 Conclusion

5.2.1 The Nature and Extent of the CPF Projects.

With regard to information collected from the respondents it is confirmed that Community Policing Forums exist in the research area. It emerged from the information that the police and the CPF are involved in Community Policing Projects aimed at building a partnership between the police and the members of the community. It was found that the existence of projects such as Tswalela Shebeen, Involvement of Churches against Crime, Bolokegang, to mention but few, were confirmed and it was found that crime was reduced and partnerships in many villages were promoted. The CPF in the research area does not have projects that focus on the collaborative efforts between the police and the CPF with regard to problem solving. All the respondents did not agree that there was an element of good interaction between the police and the community policing forums in engaging each other. According to information CPF is involved in some aspects connected with crime and further not involved in recruitment, training or any development policy to run the police station to combat crime effectively. The respondents did not agree that the CPF in Lebowakgomo policing area was satisfied with the police's participation in awareness campaigns. These events are mostly attended by police reservists and very few Community Police Forum members turn up at campaigns. Furthermore it is rare to see CPF members working as volunteers unless the event is a political rally or a function for a certain political party. Since the establishment of the CPF a few different projects have been implemented and had an impact in

reducing crime.

5.3 The CPF Organisation

The Community Policing Forums in the research are comprised of elected representatives from the sector forums. All races and ethnics groups are represented. The farming community is also represented but business sectors are not actively involved in community and police collaboration. The representatives are democratically elected in the Community Policing Forum and not recruited on the basis of their skills. It was discovered that there is a lack of skills and knowledge amongst the Community Policing Forum Executive members which leads to the inefficiency of the organisation. The relationships between the CPF and other agencies, churches and voluntary organisations required for the proper functioning of the CPF was found to be lacking.

5.4 Community Policing Forum Activities

It was indeed found that the CPF conducted meetings with the police on a monthly basis and that most members do attend. It was narrated that during the meeting, crime and its precipitating factors are being discussed, but some outcomes taken in the meeting are not fulfilled. It is confirmed that the CPF is involved in projects particularly during 2008, 2009 and 2010; it was found that almost all the projects took place only once per year and that shows inefficiency as there was no continuity. The CPF should be involved in sustainable projects that aim at the formation of partnerships with the community in problem solving. The aim of Community Policing is to establish an active and equal partnership between the police and the public through which crime and community safety issues can jointly be determined and solutions designed and implemented.

5.5 Success and Problems

The improved relationships between the police and the community members are mentioned as one of the successes achieved through CPF/ police collaborative efforts but some respondents think that police success is measured by arrests. In community policing successes are measured by the three general criteria namely,

- . effectiveness
- . efficiency and
- . equality.

There are many issues raised by respondents which can make CPF/ police functioning not to working properly. These include lack of support and the cooperation by some members of the community and South African Police Service Management and a lack of funds. There are no individuals who have skills and knowledge in the CPF. There is not enough manpower to attend to complaints and it was decided that a letter should be written to Provincial Commissioner to address these matters.

5.6 Recommendations

It can be deducted, based on information obtained from respondents, that there is fair collaboration between the stakeholders but most do not understand what the principles of community policing. The following recommendations are made to guide the Lebowakgomo Community Policing Forum and police should work as stipulated in the framework of the community policing:

- efforts should be made to prohibit usurping the power of the Station or National Commissioner as that would result in nepotism and politicising in policing.
- do the necessary strategy planning to ensure a safer working environment for police officials.
- do the necessary training to ensure CPF members do not experience official regulations as highly restrictive.
- inform the politicians of this area that the police officials are convinced the politicians involve themselves unnecessarily in police work.
- train the police officials regarding the Bill of Human Rights, make a list of the restrictive components affecting police work are addressed.
- Conduct further research to determine what respondents meant when they indicated that they see their commanders as incompetent and why they said their commander were afraid to act.
- institutions such as schools, colleges, churches and community organisations should be mobilised to play a meaningful role in police community collaboration.

- efforts to improve consultation and proper communication between the police and the community must be introduced.
- ensure police accountability and transparency.
- all activities of the CPF should be subject to regular evaluation by participants.
- the community and members of the police (all relevant personnel in the station area) should be informed about the progress that is being made. feedback by the CPF to the community is equally important.
- training and or workshops are recommended for elected CPF members, community policing coordinators and sector managers with regard to community policing especially in monitoring and accountability measures to evaluate and monitor police performance.
- efforts should be made to involve CPF in all aspects of the Lebowakgomo Police Station, which includes policy developments, changes in the SAPS and any other decisions affecting the community.
- it is appropriate to include business leaders in the CPF as they can contribute their ideas, managerial expertise and problem solving skills which will enhance the effectiveness and efficiency of the police service.
- it will serve the purpose for the elected CPF executive to have security clearance at least to the level of confidential as they will access police privileged information due to the nature of their responsibilities and also to test their motives of serving in the committee.
- during meetings the station crime forum must evaluate the feedback on the implementation of their initiatives to determine what is being done and what is being achieved. If implementation does not go according to what was planned or does not have the desired effect it must be reviewed and corrective actions should be identified and executed. If the initiative was successful in solving the problem, record must be kept of the lessons learned and of any best practices that were identified.
- the CPF will be responsible for monitoring of Station Crime Forum activities in the station precinct.
- to include illiterate persons and individuals without skills and knowledge of

developing policing through the CPF, will be hindrance to progress.

- success with the CPF should be communicated at length in the local media to keep the community abreast of the progress made by their representatives contributions.
- the manager in the local business must bank their daily money takings before the next day to avoid robberies in the morning when shops open.
- the chairperson should be seen as a facilitator- as someone who can help community members get involved and ensure that the widest range of concerns on the part of all sectors of the community are addressed and not attempt to use it for personal gain.
- efforts must be made by SAPS management to make funds available for the CPF and police to initiate projects which are aimed at building partnerships and community problem solving.
- programmes such as awareness of the dangers of alcohol and drug abuse, the campaign to address problems such as crimes committed against women and children and corruption in the police, including the loss of case dockets, must be launched. Lectures could be presented by the police or some professional coordinators on a variety of subjects such as crime prevention, alcohol and drug abuse and reconciliation and political tolerance.

5.7 Summary

Since the new dispensation came into place in 1994, the policing showed improvement as far as improving working relationships between the police and the members of the community is concerned. To build trust for an effective community partnership police must treat people with respect and sensitivity. The Community Policing Forums have an important role to play in the creation of a new style of policing and in the transformation of the police organisation. It is at station level where problem solving policing must be done. It is at station level that the police culture can be modified. Community Policing Forums must see themselves as playing an important role to transform policing in South Africa and make it more democratic.

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INTERVIEW SCHEDULE

The following questions were put to all respondents in the 3 clusters selected for the study.

QUESTIONS:

Objective 1: to describe the activities of the Community Policing Forums and Sub-forums in the Lebowakgomo (policing area) to improve service delivery to the public.

Q. 1 How will you describe the level of co-operation between the police and CPF?

Q. 2 Does a partnership between the police and CPF exist?

Q. 3 Do the police have regular contacts with CPF?

Q. 4 Do the police involve CPF in crime prevention?

Q. 5 Apart from meetings, do the police / CPF regular communicate?

Objective 2: to describe the activities of the Community Policing Forums and Sub-forums in the Lebowakgomo (policing area) to improve service delivery to the public.

Q. 1 Do CPF ensure that poor service delivery is reported to police management?

Q. 2 Do CPF ensure that corrective steps are taken in cases of poor service delivery?

Q. 3 Do CPF make follow-ups on reported crimes to ensure proper reaction to call by victims?

Q. 4 Do CPF make follow-ups on progress will investigation?

Q. 5 Are victim's right protected by CPF and feedback given to them?

Objective 3: to assess the level of perception of respondents on the police and CPF success / failure.

Q. 1 Is the CPF / Police is a successful partnership?

Q. 2 Do you think crime has been reduced as results of CPF / Police activities?

Q. 3 What factors contribute to success / failure in CFP /police interaction?

Q. 4 Can you describe programs that have succeeded or failed?

Q. 5 Have you got any suggestions to improve CPF / Police partnership?

