

**AN EVALUATION OF THE IMPLEMENTATION OF COMMUNITY POLICING  
IN WESTONARIA**

by

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## **DECLARATION**

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I declare that the title "**AN EVALUATION OF THE IMPLEMENTATION OF COMMUNITY POLICING IN WESTONARIA**" is my own work and that all sources that I have used or quoted have been indicated and acknowledged by means of complete references. I further declare that I submitted the dissertation to originality checking software and that it falls within the accepted requirements for originality. I further declare that I have not previously submitted this work, or part of it, for examination at UNISA for another qualification or at any other higher education institution.

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## **LANGUAGE EDITOR'S DECLARATION**

To whom it may concern

I, Yvonne Thiebaut, hereby declare that I have proofread and edited the dissertation by NETSHITANGANI NTSHENGEDZENI ALBERT, titled AN EVALUATION OF THE IMPLEMENTATION OF COMMUNITY POLICING IN WESTONARIA.

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22 August 2018

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## **DEDICATION**

This document is dedicated to my two sons, Mashudu and Phathutshedzo Netshitangani, who always asked questions to determine for what degree I was studying. They even went to the extent of asking for a progress report.

## **SUMMARY**

Community policing is a joint community and police effort to reduce the incidents of crime, to the benefit of the basic human need of safety. Without community assistance, police alone cannot reduce the crime levels. Since 2012, there have been attempts to implement community policing in Westonaria. However, the success of the implementation thereof has proved to be problematic. The question arose as to what the reason for this limited success is.

The researcher formulated research questions to determine the meaning of community policing, as well as the factors affecting the successful implementation thereof in the Westonaria policing precinct. To achieve the desired results, the researcher used different methodologies, and identified target groups and data collection techniques, which was analysed and interpreted.

Literature and semi-structured interviews were used to collect data. Primary sources such as written materials of the South African Police Service (SAPS), National Development Plan 2030 and other documents that relate to community policing and crime prevention strategies were analysed. In addition, secondary sources such as dissertations and theses, newspaper articles and text books on community policing were also consulted. Interviews were conducted with SAPS members and local community members. The purposive sampling procedure was used to select participants who was knowledgeable and had experience on the research topic.

This study gives an overall explanation of what community policing is, from the literature reviewed relevant to the study, with the aim to strengthen partnership between the SAPS and local community of Westonaria. Inhibiting factors in the police, as well as in the community, were identified and recommendations are made for the successful implementation of community policing in the area.

## **KEY WORDS**

Partnership policing, Community crime prevention, Community participation, Community Safety Forums, Community policing, Inhibiting factors in community policing, Integrated approach in community policing, Policing.

## **ABBREVIATIONS**

**AOP:** Annual Operational Plan

**APP:** Annual Performance Plan

**CAS:** Crime Administration System

**CBD:** Central Business District

**CPA:** Crime Pattern Analysis

**CPF:** Community Police Forum

**CPO:** Community Police Officer

**CSC:** Community Service Centre

**CSF:** Community Safety Forum

**ESCOM:** Electricity Supply Commission

**IDP:** Integrated Development Plan

**IPID:** Independent Police Investigative Directorate

**MEC:** Member of Executive Committee

**MMC:** Member of Mayoral Committee

**NCPS:** National Crime Prevention Strategy

**NDP:** National Development Plan

**NGOs:** Non-Governmental Organisations

**POPCRU:** Police Prison and Correctional Service Union

**PRO:** Public Relation Officer

**SANCO:** South African National Civic Association

**SAPS:** South African Police Service

**SAPU:** South African Police Union

**SCCF:** Station Crime Combating Forum

**SCF:** Sector Crime Forum

**STATS SA:** Statistics South Africa

**UNISA:** University of South Africa

**USA:** United States of America

**WAWA:** Women Against Women Abuse

**WRDM:** West Rand District Municipality

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## **CHAPTER ONE: GENERAL ORIENTATION**

### **1.1 INTRODUCTION**

This research explores the challenges of implementing community policing in the Westonaria policing precinct. Crime is a social problem, which causes anger and frustration, and reduces the quality of life of individuals and the community (Taye, 2011:79). Majority of the crimes in the Westonaria policing precinct for the period 2010 to 2015 were burglary of houses, burglary of businesses, theft of motor vehicles, and theft of goods from motor vehicles. The current crime situation in Westonaria is as follows: other thefts, burglary of houses, common assault and aggravating robbery.

An example of ‘other thefts’ is a person stealing a garden hosepipe. Other theft is defined as the unlawful and intentional appropriation of another’s movable property, which is available in commerce (South African Police Service, 2012:213). A common assault refers to inflicting pain on the victim’s body without causing grievous bodily harm. Common assault is a direct or indirect application of force to the body of another person or threat thereof, which is unlawful and with intention (South African Police Service, 2012:157).

Aggravating robbery refers to the illegal dispossession of the victim’s moveable tangible property by threatening him or her with violence. Robbery aggravating is defined as the removal and appropriation by force, with aggravating circumstances of tangible property belonging to another person. The removal of tangible property must be unlawful and with an intention (South African Police Service, 2012:182). Aggravating robbery is committed on a daily basis.

The traditional way of policing requires the South African Police Service (SAPS) to focus on responding to calls for service where citizens have no inputs (Archbold, 2013:46). “The police cannot succeed in solving or preventing crime without the assistance of the community” (Taye, 2011:23). The proper implementation of community policing in the Westonaria policing precinct could be the solution to build partnerships between the SAPS and the local community of Westonaria to fight crime.

This may improve the quality of life of all the people of Westonaria. Safety and security is a basic human need in any community (Pheiffer, 2013:15). Providing public safety may only be possible if crime prevention programmes are initiated in local communities through the implementation of community policing (Pheiffer, 2013: iv). During the 1990s, there were many police reforms around the world including South Africa (especially in 1994). In this transformation, police moved away from the traditional ways of policing towards participative policing by introducing the concept of community policing, which became popular in most countries (Taye, 2011:23).

This was especially so when police, politicians, and the community searched for effective ways of promoting public safety (Mishra, 2011:22). It is against the backdrop of this discussion that the researcher carried out this research to evaluate the factors that affect the implementation of community policing in the Westonaria policing precinct, with the aim of improving the current implementation plan.

## **1.2 THE RATIONALE OF RESEARCH**

The purpose of this study is to determine the factors that hinder the implementation of community policing with the aim of improving the current ways of implementing community policing in the Westonaria policing precinct. The South African Government introduced community policing in Parliament in 1993 as a tool to build partnerships between the community and the police.

The implementation of community policing in Westonaria has proved problematic because the concept of community policing appears to be poorly understood by both the police and the community. On 15 August 2018, the researcher attended the Community Police Forum (CPF) meeting at the above-mentioned police station. During that meeting, it was clear that community policing is still not properly implemented because the CPF executive was running short of the deputy chairperson and the Public Relation Officer (PRO) who have just resigned. The chairperson also mentioned that they did not have a CPF meeting for two months.

Westonaria and Bekkersdal policing precincts fall under the Westonaria local municipality. Since the separation of the Westonaria policing precinct from that of Bekkersdal on 1 April 2012, the implementation of community policing has been a major problem. Through community policing, the SAPS and local community became partners in the fight against crime in the Westonaria policing precinct.

In terms of Section 205 of the Constitution of the Republic of South Africa (1996), the SAPS is mandated to prevent, combat, maintain public order, and protect the inhabitants of South Africa (Pheiffer, 2013:88). These mandated tasks can only be fulfilled if the SAPS and local community of Westonaria work together towards the common goal of preventing crime.

The community relies on its structures such as the CPF and Sector Crime Forums (SCFs) to tackle criminal activities. The article “Man killed in vicious mob justice attack” (2016:02) explains about the incident where a 21-year old man was assaulted by mob justice and passed away at Bekkersdal. When the police address the community, they emphasised that they educate the community through CPF during SCF meetings. The Westonaria policing precinct does not yet have an active CPF. This paucity was evident during the semi-structured interviews, conducted on 25 March 2016. In these consultations, this research revealed that SCFs were not effective. Therefore, the researcher chose to do this study.

The formation of a partnership between the SAPS and the local community in Westonaria could reduce crime. Without the involvement of the community, law and order cannot be effectively maintained, especially in a country such as South Africa where criminal elements are rooted in apartheid's social fabric (Mbatha, 2011:29). The National Crime Prevention Strategy (NCPS) was adopted in 1996 (South Africa, 1996a), as a response from the South African Government to the community's concerns about crime control (Pheiffer, 2013:42). One can only speak of community policing if safety and security issues are participatory, as well as where everyone in the community assumes responsibility (Miller & Hess, 2005:05).

Through community policing, the community of Westonaria can develop crime prevention strategies by identifying the problems of crime in their neighbourhoods. Crime prevention strategies can only be successful if the local community of Westonaria and the SAPS deliberate about crime prevention strategies and cooperate with each other through participating in partnership policing, policing, community policing, and community crime prevention.

For crime prevention programmes to be effective, the SAPS, CPFs, Non-Governmental Organisations (NGOs), private security companies, and other government departments must take part in police-community relations activities. Other factors hindering the implementation of community policing in Westonaria are poor communication and lack of understanding of the concept of community policing by both the SAPS and the community.

The researcher determined the factors by answering the following questions: Which measures can be applied to improve the implementation of community policing. Which factors in both the community and the police hinder the implementation of community policing? Lack of cooperation between the police and communities could lead to the escalation of crime, with dire consequences to the community's safety and security. It is important for local communities and the SAPS to work together to address the root causes of crime in the community. The South African Government introduced community structures that are charged with community mobilisation in fighting crime (Pheiffer, 2013:60).

The CPF is one of the community structures that is placed within the community and entrusted with the responsibility of preventing crime. The South African government, on the other hand, adopted the NCPS to enable all government departments to contribute their resources in the fight against crime. Mobilising the community means that the SAPS, together with the CPF, engages the Department of Home Affairs, the Department of Correctional Services, the Department of Justice and Constitutional Development, etc. in a community meeting where crime issues are discussed.

Every community fears crime and criminality. If the SAPS and the local community of Westonaria work together to fight crime, the entire community will benefit. Through community policing, the above departments might make valuable contributions when they attend community meetings to inform the community about their respective functions and assist the SAPS in making Westonaria a safer community. Since 2012, SAPS in Westonaria has attempted to implement community policing in the Westonaria policing precinct. This has involved the elections of CPF executive and sub-structure forums.

The Department of Community Safety inducted these forums. However, community policing has not been fully implemented in Westonaria. One may ask why this has happened. There are several reasons for this failure of implementing community policing. The researcher found that one of the reasons is the lack of understanding of the concept of community policing. Westonaria has its own social problems. One of the causes of the escalation in crime is the expansion of new settlements, such as Westonaria Borwa and Libanon. In this instance, the phenomenon of crime appears to result from the increased population because of these new settlements.

The preliminary argument is that both the SAPS and the community must address these dilemmas through the integrated strategy. Another rationale behind this research is to evaluate the current implementation plan of the SAPS. The intention is to improve the current ways of implementing community policing to become an effective tool in preventing crime in Westonaria. The police and the community must work together towards the common goal of reducing crime, because if they work in isolation, the issues of public safety will not be addressed effectively in the Westonaria policing precinct.

This study was necessary because the traditional way of policing has failed to provide safety and security to the community of Westonaria. The issue of crime can be properly addressed through an integrated approach that is composed of both government and civil society. Community policing can only be effective if there are crime prevention projects where the SAPS, the local community through the CPF, NGOs, and other government departments collaborate and form partnerships.

This study embarks on the contribution of the SAPS and the CPF in the Westonaria policing precinct to propose/design strategies of fighting crime. Community policing is one of the strategies to fight crime. The researcher investigated the effectiveness of the current crime prevention initiatives by the SAPS and the local community of the Westonaria policing precinct. The SAPS need the cooperation of the local community to become active partners in the fight against crime in Westonaria. This can be made possible if the community actively participates in community policing.

### **1.3 RESEARCH OBJECTIVES**

The objective of this study is to explore the partnership between the SAPS and the local community in their initiatives for crime prevention strategies. Welman, Kruger and Mitchell (2005:02) define an objective as research methods and procedures that do not rely on opinions where specific methods are used at each stage of the research process. The objectives of the research are understood as being the intentions of the researcher, namely illustrating what the research is all about. While the aims of the research are general statements, the objectives are clear statements of intended outcomes, all of which can be measured in some way (Gray, 2014:53). The research objectives of this study are as follows:

- To establish the meaning of community policing;
- To determine if community policing in Westonaria is effective;
- To explore the factors that hinder the implementation of community policing; and
- To strengthen the relationship between the SAPS and the community.

### **1.4 RESEARCH QUESTIONS**

A research question is a process of narrowing down our general interest in a research topic in order to focus on a particular research problem which is small enough to be investigated (Welman et al., 2005:13). Flick (2014:145) state that research questions are the core feature of beginning a research project.

The research question in this study is formulated as follows: How are community policing implemented in Westonaria? In order to achieve the objectives of this study, the following sub-questions were formulated and answered in this study:

- What does community policing entail?
- How effective is community policing in Westonaria?
- What are the factors that hinder the implementation of community policing?
- Which measures can be applied to strengthen the relationship between the SAPS and the community?

## **1. 5 RESEARCH DEMARCATON**

The SAPS, in Westonaria, where the research is conducted, is 60 kilometres away from the Gauteng Police Headquarters, which is situated in Park Town Johannesburg. Westonaria is in the former Carletonville cluster, which was one of the twenty-two clusters in Gauteng Province. This study was limited to the Westonaria policing precinct.

Carletonville and Krugersdorp clusters were merged together and given a new name, the West Rand cluster. Westonaria falls under the West Rand District Municipality and the Westonaria local municipality. It consists of urban, rural, and farming communities and is a mining area. This research was limited to those members of the SAPS and members of the community who are involved in CPF structures.

### **1.5.1 Time frame**

This research is focused on the five-year period from 1 April 2012 to 1 April 2017 because this is the period of elected officials to be in office. The period encompasses the first five years of the implementation of the CPF in the Westonaria policing precinct. These elected officials are responsible for the Medium-Term Revenue Expenditure for the five-year period. This budget is being utilised for crime prevention activities in the Westonaria local municipality, of which Westonaria police forms apart.

The researcher chose this period as it was the first five-year period in which the Westonaria and Bekkersdal policing precincts have been separated.

The researcher aims to evaluate whether the initiatives of the CPF and the SAPS are effective in preventing crime in the Westonaria policing precinct. It is necessary that these initiatives be evaluated after five-year period.

### **1.5.2 Geographical demarcation**

This study focuses on the Westonaria policing precinct in the south west of Johannesburg. The Westonaria police station falls under the Westonaria local municipality and in the former Carletonville cluster. The researcher chose this delimitation, as the researcher was working in the same police station where the research was conducted, which would ensure accurate results.

### **1.5.3 Numerical demarcation**

The scope of this research was to interact with the SAPS and the CPF members, as well as to determine their views on the contribution towards crime prevention initiatives. In total, fifty-four (54) respondents participated in this study, twenty-six (26) from the SAPS and twenty-eight (28) from the CPF. There were thirty-two males and twenty-two females. This research is limited to those members of the SAPS and CPF who are involved in community policing in the Westonaria policing precinct. They are sector managers of the two sectors of Westonaria, sector operational members, the CPF chairperson, executive members, former CPF members, and sector crime-forum members. The researcher was satisfied with the research group because they are all directly involved in crime prevention and community policing.

## **1.6 PROBLEMS ENCOUNTERED DURING RESEARCH**

Most of the SAPS members were reluctant to participate. Some of the interviewees did not want to be recorded. It was difficult for the researcher to conduct interviews on the agreed times because the SAPS members could not adhere to the agreed times because of their busy schedules.

The interview language was also a problem because it was English and some interviewees could not speak English properly. As the researcher is known as a senior member of the SAPS in Westonaria, participants easily deviated from the interview questions. They would ask questions on other police-related matters and not necessarily about community policing, further delaying the interview process.

In addition, the researcher had to travel more than 100 kilometres return trip to conduct interviews with participants after hours, as they were not available during work hours. It was difficult to secure appointments with both the police and the CPF members on agreed times.

The researcher would make the appointments for a certain date and time, however, when the researcher phoned the participant, the phone would be on voicemail, or if it was a SAPS member, he/she could not attend the interview. Some SAPS members, especially females, refused to be interviewed and referred the researcher to their male counterparts because they alleged that male members have more information about community policing, as they always work outside.

## **1.7 KEY CONCEPTS**

It is necessary to have a section in which a researcher defines concepts because concepts are the building blocks of any theoretical model. Concepts represent objects, properties or certain phenomenon (Welman et al., 2005:20). The other importance of concepts is that:

- They are the foundation of communication;
- Concepts are a way of looking at the empirical world;
- Concepts are a means of classification and generalisation; and
- Concepts serve as components of models and of explanations and predictions (Welman et al., 2005:20).

The key concepts which relates to this study are defined as follows:

**Community policing** is a joint venture between the community and the police that is aimed at addressing the root causes of crime. The police and the community must form partnerships where both parties participate in the formulation of strategies to address the root causes of crime. Through community policing, the interdependent and shared responsibility of the police and the community are recognised (Smit, Minnaar & Schneitler, 2004:81). The benefits of community policing are the engagements between the police and the community in solving crime.

**A Community Police Forum** constitutes the community support structure, which enhances interaction and consultation between the police and the community (Hlungwani, 2014:36). According to Steinberg (2004:36), a community police forum is a structure of community policing where the community depends on its local police to solve ad hoc problems where the community is prepared to be mobilised as a partner in preventing crime.

The police on their own cannot render acceptable service to the community without the support of a community structure, emphasising a liaison between the community and the police. This structure is the CPF. It is hoped that through the CPF the SAPS in Westonaria will be brought closer to the local community of Westonaria. Communication and cooperation between the SAPS and the local community of Westonaria will improve through the CPF.

**Crime prevention** encompasses all police and community activities in reducing or preventing the occurrence of crime by changing the environment and conditions that cause specific crimes (Buthelezi, 2014:16). In response to the priority problems, the police and the community apply intervention programmes to address the causes of crime. The number of criminal events measures some crime prevention results, since crime prevention is defined not by its intentions, but by its consequences. For instance, twenty robberies and the number of offenders, for instance, twenty arrests of robbery cases reported.

**Crime** is defined as an action or omission that constitutes an offence that may be prosecuted by the state and which is punishable by law (Concise dictionary, as quoted by Pheiffer, 2013:06).

Davies, Croalt and Tyrer (2010:40) define crime as an act or omission, prescribed in the criminal code and punishable by the authority using the criminal justice system. Crime is an act that is illegal and punishable by law (Charlotte, 2013:131). To qualify as a crime, the act of a human being must be unlawful, there must be provision in the criminal code for punishment, the human being must be culpable of an act, and must have an intention to commit a malicious act.

**Policing** is defined by Burger (2005:56) defines policing as all lawful activities, either proactive or reactive, by police in the process of service delivery to the community. The needs of the community must be taken into account to enable the rendering of a professional, client-centred service that is sufficient and effective (Pheiffer, 2013:46).

Policing is an integrated and multi-agency approach to the community where a network of service providers, the state, and private sectors interact to devise strategies to ensure that the safety and security of the public is given attention (Pheiffer, 2013:15).

**Partnership policing** is defined by Pheiffer (2013:17) as a cooperative effort in facilitating a problem-solving process, which determines the community's needs and policing priorities. The SAPS in collaboration with the CPF, forms a partnership to address safety and security needs. In this study, the SAPS and CPF are seen as creators of a common atmosphere of public safety.

**Community crime prevention** is defined by Mudau (2008:27) as a form of police collaboration with the community as a means of crime prevention. Smit, Minnaar and Schneitler (2004:81) regard community crime prevention as a means of developing local crime prevention partnerships that bring together different role-players in crime prevention. The community of Westonaria is supposed to have formed neighbourhood watches or patrol groups in all their sectors. Regrettably, a patrol group is only operating in sector one from Monday to Friday.

**Partnership** occurs when the entire community, Government departments and Non-Governmental Organisations are involved and take responsibility for community safety (Smit et al., 2004:80-81). A partnership is established when each of two or more people are involved in an undertaking (Charlotte, 2013:407).

The SAPS and the local community in Westonaria, the local government officials who are responsible for community safety, as well as the private security must form a partnership against crime. However, such a partnership is still largely absent because the SAPS and the local traffic department only meet sometimes when performing roadblocks, but they do not attend community meetings together.

**Community** is a social unit or group of people who shares norms, values, and identity. This group also has a sense of place, such as a village or a neighbourhood. “Community is a philosophy and an organizational strategy that promotes a new partnership between the people and the police” (Taye, 2011:35-36).

A community is defined as a group of people living together in one place or sharing a religion, race, and so on (Charlotte, 2013:110). The local community must be closer to the police to form strong partnerships. A community can also be seen as people living and interacting with one another in a particular area.

**Safety and Security** refers to the situation when all citizens feel that they and their possessions are safe (Pheiffer, 2013:15). Safety is the condition of being safe (Charlotte, 2013:495), and security is a state of being secure (Charlotte, 2013:507). The SAPS and the local community must work together to address the root causes of crime. The police must ensure that they do proper investigations to bring the criminals to justice.

**Community Safety** is defined by Pheiffer (2013:16) as an approach to the achievement of safety and security in local areas. Community safety involves activities by the police and the community to reduce the levels of crime. In this study, the involvement of the business community, neighbourhood watch, and other government departments, such as the local traffic department, is important in reducing crime in Westonaria.

**Law and order** according to Collins Concise Dictionary (2004) as cited in Pheiffer (2013:16), are defined as advocating and following the established social order and the statutes written to enforce such law. In this investigation, the local traffic department in the Westonaria local government should be assisting the SAPS by enforcing by-laws to reduce serious crimes.

## **1.8 RESEARCH STRUCTURE**

This research followed the following sequence:

Chapter 1: General Orientation

This chapter focus on outlining the main contents of this study. In the introduction the researcher introduces the topic to the readers. This was followed by discussions on the rationale of this study, research objectives, research questions, demarcation of the research, problems encountered during research, and definition of concepts.

Chapter 2: Research Methodology

This chapter focuses on the methods that the researcher applied to conduct this research project, which includes the research design, research techniques, research methods, research instruments, and the literature review. The latter comprises the primary sources and secondary sources, the research population, and data analysis. It incorporates the utilisation of interview-schedule, which the SAPS and local community members completed.

Chapter 3: Community Policing

This section focuses on explaining the meaning and principles of community policing. The characteristics, strategies, elements, advantages, disadvantages, and process of implementing community policing are discussed in this chapter. These include the South African Police Service Act, Act 68 of 1995 and policy framework for Community Policing of 1997. Factors that hinder the implementation of community policing are also discussed. These factors are: conceptual understanding of community policing, lack of trust towards the police and lack of communication.

## Chapter 4: Crime Prevention

This chapter discusses the activities and programmes that the police and the community must follow to reduce the root causes of crime in the Westonaria policing precinct. In this chapter, the researcher analyses programmes of crime prevention, such as policing, partnerships, and community crime prevention. Policy documents and regulations that govern partnership between the police and the community are also discussed. These include the South African Police Service Act, Act 68 of 1995, and policy framework for Community Policing of 1997, the National Crime Prevention Strategy of 1996 and the National Development Plan document 2030 of 2011.

## Chapter 5: Research Findings and Recommendations

This chapter discusses research findings in relation to the research objectives, research rationale, problem statement, research questions, and research demarcation. This section also presents recommendations emanating from the research project, which analysed the implementation of community policing in Westonaria. To improve on the factors that hinder the implementation of community policing, the following measures were recommended: training of police and community on the implementation of community policing, improve communication between the police and the community and to work as a team between the police and other stakeholders.

## **CHAPTER TWO: RESEARCH METHODOLOGY**

### **2.1 INTRODUCTION**

This chapter explains the research methodology, research design, data collection and the data analysis strategies that were followed to evaluate the implementation of community policing in Westonaria. The researcher applied techniques such as observation and interviews as a methodology in the research design to evaluate the implementation of community policing in Westonaria.

The researcher used semi-structured interviews to gather information about community policing in the Westonaria policing precinct. The researcher used this approach to have direct contact with participants and to allow him to get first-hand information from the SAPS and the Community Police Forum (CPF) members of Westonaria. “Qualitative data are presented in language instead of numbers as is the case in a quantitative approach” (David & Sutton, 2004:35).

The researcher chose a qualitative approach to explore the problem of the implementation of community policing in Westonaria to get an in-depth understanding of the issue of community policing. This detail could only be established when the researcher communicated directly with people through interviews and questionnaires (Welman, Kruger & Mitchell, 2005:188).

### **2.2 RESEARCH DESIGN AND APPROACH**

This study is empirical research design. An empirical design is a practical research design. The research design is defined by Flick (2007:36) as a plan for collecting and analysing evidence that would make it possible for the researcher to answer any question posed to him or her. According to Thomas (2013:103), the research design is the plan for the research. This research was conducted in the Westonaria policing precinct during the months of February, March, and September 2016.

The researcher interviewed the following people to prove or disprove the research questions: sector managers, sector operational members, CPF executive members, and Sector Crime Forum (SCF) members. The motivation for this study was to interact with the SAPS and the CPF members to clarify their views regarding the prevention of crime through the implementation of community policing in the Westonaria policing precinct. The SAPS members who participated in this study are members involved in community policing and are comprised of sector managers and sector operational members. This study is empirical in nature because it investigates the experience of human beings – the life they live every day.

The SAPS and local community regularly face challenges of burglary houses, theft of motor vehicles, theft, and theft from motor vehicles. The current problematic crimes also include assault, common robbery, and robbery with aggravating circumstances. A qualitative research design was suitable because qualitative data are based on meanings expressed in words without converting them to a numerical format (Babbie, 2013:394). The qualitative research approach was used in this study. Qualitative is described by Creswell (2014:187) as an approach for discovering, knowing the meaning of mankind and what to consider as a social or human problem.

The data collection of qualitative research is derived from using words and are flexible to analyse in any way (Braun & Clarke, 2013:3). Creswell (2014) as cited by Xobiso (2018:11) explains the characteristics of the qualitative research as follows:

- Natural setting – Data is gathered from the field through interviews using the subject experience to clarify the problem question of the study;
- Key instrument – Researcher collected data by researching documents, observation and interviews;
- Various sources of data – Numerous forms of data collection is used such as conversation, recordings, interviews rather than using a single way of collecting information;
- Reflexivity – Interpretation of the study depends on culture and experiences; and

- Emergent design – The study is flexible to changes.

## **2.3 RESEARCH TECHNIQUES**

Research techniques are techniques that are applied to collect data from participants (Pheiffer, 2013:18). “Conducting an interview is an attempt to understand the world from the subject’s point of view, to unfold the meaning of their experiences, to uncover their lived world prior to scientific explanation” (Brinkmann & Kvale, 2015:03). In this study, two research techniques were applied, namely data collection by means of semi-structured interviews and observation (Pheiffer, 2013:20).

### **2.3.1 Semi-structured interviews**

A semi-structured interview is a qualitative method of inquiry that combines a pre-determined set of open questions (questions that prompt discussion) with the opportunity for the interviewer to further explore particular themes or responses (Evaluation Toolbox, 2010:01). The themes are employed in the findings and recommendations of this study. A questionnaire is defined by Thomas (2011:65) as a written form of questioning defines a questionnaire.

The purpose of the interview schedule is to evaluate the contribution and initiatives of the SAPS and the CPF members regarding the implementation of community policing in the Westonaria policing precinct. The researcher used open-ended questions in this investigation. Open-ended questioning is a schedule that is used for each participant to ask the same questions in the same order (Sapsford & Jupp, 2006:93). Fifty-four (54) participants comprising of SAPS members and CPF members were interviewed. The researcher used a semi-structured interview schedule. Face-to-face semi-structured interview schedules have advantages as well as disadvantages.

#### **2.3.1.1 Advantages of a face-to-face semi-structured interview schedule**

The researcher can determine whether the participants understand the questions and they may elaborate on certain points of expertise to ensure the validity of the research.

In this type of interview schedule, the researcher is able to record the context of the interview and the non-verbal communication of the participants (May, 2011:105). Another advantage of a face-to-face semi-structured interview schedule is that there is a visual interactional component between the researcher and the participant (May, 2011:105). During this interview and while asking questions, the researcher could, for instance, note participants nodding their heads.

### **2.3.1.2 Disadvantages of a face-to-face semi-structured interview schedule**

In the face-to-face interview schedule, the researcher had to locate and then secure the cooperation of the participants (May, 2011:105-106). Before conducting semi-structured interviews, the researcher had to phone the participants and secure appointments that would be suitable for both the researcher and the interviewees. The interviews could even take place after hours, on public holidays, or during weekends. Another disadvantage of this type of interview schedule is that the researcher motivates and guides the participants through the interview. Before starting with the semi-structured interview schedules, the researcher had to motivate the participant and explain to him/her the importance of supplying information, and thereafter, guide participants through all the interview questions.

To suspend any preconceived notions that may influence what the researcher hears, the researcher read out the interview schedule to participants.

### **2.3.2 Observation**

Observation is a process of closely observing or monitoring something or someone (McLeod, 2015). The researcher made use of observation techniques, such as unstructured observation (Thomas, 2011:165). Unstructured observation is more like a daily observation that is not pre-set and tends to be normal. In this study, the researcher used the following unstructured observations.

#### **2.3.2.1 Naturalistic observation**

“Naturalistic observation is an unstructured observation which involves studying the spontaneous behaviour of participants in natural surroundings” (McLeod, 2015). The researcher records what he sees in whichever way possible. Naturalistic observation is used to generate new ideas. The researcher is provided with the opportunity to study the total situation and suggests avenues of enquiry not thought of before. The advantage of naturalistic observation is that it has greater ecological validity by being able to observe the flow of behaviour in its own setting.

In naturalistic observation, the researcher is guided by prior knowledge and experience (Somekh & Lewin, 2011:133). During the semi-structured interview with the CPF and SAPS members of Westonaria, the researcher had the opportunity to observe participants’ body languages. These expressions are shown, for instance, as facial expressions, nodding of heads, and movement of eyes and hands. This assisted in selecting the field notes to be used later when analysing the data. This report will indicate whether the participants understand the issues of community policing.

### **2.3.2.2 Participant observation**

Participant observation is the type of observation in which the researcher becomes part of the group being studied in order to have a deeper insight into the lives of the participants (Thomas, 2011:165). In this study, the groups studied are SAPS and community members who are involved in community policing.

According to Somekh and Lewin (2011:133), the researcher gains unique insights into the behaviour and activities of participants because he is part of the situation being observed. During the semi-structured interviews, the researcher was able to observe the behaviour and reactions of responses towards those questions that relate to the implementation of community policing in the Westonaria policing precinct.

## **2.4 RESEARCH METHODS**

This study analyses the implementation of community policing and takes the form of empirical research.

In this research, data are collected from experienced SAPS and CPF members. Research methods are underpinned by methodological theory. In this study, the research instrument that was utilised to analyse data was a literature study in the form of primary and secondary sources.

#### **2.4.1 Research instruments**

Research instruments are tools used to analyse the collected data from participants. The research instruments used were literature and interviews. In this study, the researcher used a literature review to confirm existing facts concerning the implementation of community policing (Taye, 2011:10). The researcher focused on primary and secondary sources. Open-ended interview schedules were used during interviews to confirm the theoretical framework concerning the execution of community policing in the Westonaria policing precinct.

### **2.5 POPULATION**

Population is defined by Welman, Kruger and Mitchell (2005:52), as the study object that consist of individuals, groups, organisations, human and events, or the conditions to which they are exposed. Westonaria Local municipality population 2015 indicates that the population of Westonaria in 2011 was as indicated in Table 1: Population of Westonaria Local Municipality in 2011. The total population of 111 767 comprise the following racial groups:

**Table 2.1: Racial groups of Westonaria Local Municipality**

Racial group	Percentage
Black African	91%
Coloured	0.7%
Indian/Asian	0.3%
White	7.0%

Source: Statistics South Africa (2011).

The above racial groups consist of the following language groups:

**Table 2.2: Language groups of Westonaria Local Municipality**

Languages	Percentages
Xhosa	26.9%
Sotho	18.8%
Tswana	14.5%
Tsonga	10.4%
Other languages	29%

Source: Statistics South Africa (2011).

This study's population is the people who participate in activities of community safety in Westonaria by attending community meetings or CPF meetings. "Deciding about the population size to conduct research is a matter of judgement not of calculation" (Seale, 2004:67). Every study has a population of interest to investigate. This research was limited to members of the community and SAPS members, especially those who take part in community policing structures and who are involved in the prevention of crime through community policing in Westonaria.

The police members are SAPS sector managers and sector operational members, as well as from the community. There were also CPF executive and members of the sub-sector forums. The participants are knowledgeable and are involved in the prevention of crime in Westonaria. Their inputs are of value in gathering reliable information relating to the research questions concerning the implementation of community policing in the local policing precinct.

## **2.6 SAMPLING**

Guest, Namey and Mitchell (2013:41) define sampling as the process of selecting only a sample that is a subset from a defined population as participants into a study. It further underlined the two major categories of sampling as probability and non-probability sampling. Probability sampling uses a random selection of the subject, and each member of the study population has the same chance of being included in the sample and known probability of being chosen. Non-probability sampling individual in the study population does not have the same chance of being included in the sample (Cottrell & McKenzie, 2011:27). For this study, the researcher decided to use probability sampling.

This study used a purposive sampling strategy. Purposive sampling is widely used in qualitative research for the selection and identification of information-rich cases related to the phenomenon of interest (Creswell & Plano Clark, 2011:55). This sampling method involves selecting individuals who are knowledgeable and experienced about the phenomenon. These individuals in most cases are available and willing to participate in a study. They have the ability to communicate their experiences as well as opinions in an articulate, expressive and reflective way (Creswell & Plano Clark, 2011:56).

Fifty-four role-players responsible for crime prevention in Westonaria policing precinct participated in this research project. This number was selected from the people who take part in community activities such as CPF meetings and other community structures that are concerned with community safety in Westonaria. The researcher is satisfied with the inputs of the research group, as the sampling is representative of the group being investigated.

This research was easily accomplished because the police station is 30 kilometres from where the researcher resides. Identified participants were practically available in view of the fact that SAPS members are working at the Westonaria police station and the CPF members live around Westonaria. These participants are believable and reliable because they are involved in the prevention of crime in the Westonaria policing precinct. The total number of Westonaria SAPS members was 128 (Westonaria SAPS, 2014).

Thirty-two (32) members were allocated to the four relief-shifts so that each relief deploys four members in each of the two sectors.

The policing area is divided into two sectors because of the availability of resources. A name list was requested from the SAPS human resource office in Westonaria. The researcher attended the monthly CPF and sector crime-forum meetings, and the members were willing to participate in the interviews. It was clear from the meetings that the police on their own are not able to solve all crime problems concerning community safety. It was always emphasised during the meetings that the community must form neighbourhood watches and street committees in each sector.

In addition to the neighbourhood watches, a business forum was also formed in sector one. It was the responsibility of the SAPS key role-players and the CPF members to ensure that the above committees are formed to address the root causes of crime in Westonaria. The neighbourhood watch is part of the CPF and they were interviewed too. Some of the business forum members are part of the CPF and they were interviewed.

## **2.7 DATA COLLECTION**

There are strategies that can be used when collecting data. They include the use of a questionnaire, interview schedules or guides, documents, observation guides, and audio tape or video camera (Madzivhandila, 2019:112). According to Bertram and Christiansen (2014:71) data refers to the evidence or information that researchers collect in order to find answers to the particular question they are asking. Primary sources and secondary sources were used in this study to answer the research questions. The researcher used literature and semi-structures interviews to collect data.

### **2.7.1 Literature**

David and Sutton (2004:07) define a literature as the selection of all available documents, published and unpublished. These documents contain information and ideas regarding the proposed research. “In order to understand the present state of the art, you too need to read what other people have written about research in your subject and make some kind of an assessment of where your research will fit into that body of work” (Walliman, 2011:57).

The literature review organises and explains other research the specific research topic (Thomas, 2013:29). The researcher's approach towards primary and secondary literature was that the researcher collected information from thesis and dissertations as secondary literature and also collected information from Acts, regulations and policies as primary literature.

The current news covering crime in Westonaria includes armed robbery, murder, and more. The article "Parents murdered near highway" (2016:01) explained about the incident when a boy and his parents were hitchhiking to Potchefstroom and two occupants who offered them a ride to Potchefstroom murdered both parents. The incident happened at, the N12/R28 crossroads in Westonaria.

The article "Family held at gunpoint in home invasion" (2016:03) explains how a Glenharvie family was tied up while held at gunpoint on 4 August 2016 while suspects took cell phones and cash. The article "Two farm-robbing suspects identified" (2016:02) explains about two of the seven suspects who were identified after running away from the Westonaria Police since they robbed a farm. In this incident, the suspects robbed the Leeudoorn farm on 19 August 2016 in the Westonaria district. Suspects held the farm employees at gunpoint and took a handgun, ammunition, and cash.

The article "Elderly couple targeted outside home, man shot twice" (2016:02) explains about the incident where an elderly man had to be airlifted to a private hospital after being shot outside his home in an alleged attempted hijacking in Westonaria. The literature review attempts to establish whether any research has been done before on the same topic (Taye, 2011:14).

Relevant literature related to this research was found and acknowledged as sources, but there was no previous research done on the topic in Westonaria. The researcher consulted primary and secondary sources.

#### (a) Primary sources

A primary source is “straight from the horse’s mouth” (Thomas, 2013:58). The following primary sources were consulted:

- Written materials of the SAPS and CPF that relate to community policing were consulted as primary sources, for instance, the Westonaria SCCF minutes and the CPF minutes.
- Various other documents such as the Constitution of the Republic of South Africa, 108 of 1996, the South African Police Service Act (Act no 68 of 1995), National Crime Prevention Strategy, 1996, South African Police Service Journal.
- White Paper on Policing and White Paper on Safety and Security of 2015, Statistics South Africa of 2011, and Crime Statistics South Africa 2014.
- The Civilian Secretariat for the South African Police Act (Act 2 of 2011) provides for the development of policing policy and in building partnerships with communities and civil society.
- The National Development Plan 2030 aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard identified in NDP are housing, water, electricity, sanitation, safe and reliable public transport, quality education and skills development, and safety and security (NDP, 2011).
- Community Safety Forums Policy 2012; and
- Overview of the Department of Community Safety 1998.

(b) Secondary sources

“A secondary source is a reworking of usually many primary sources, either in analysis or summary” (Thomas, 2013:58). The following sources were consulted:

- Various textbooks on community policing, crime prevention, Research Methodology, partnership policing, and sector policing;
- Dissertations and theses were also consulted. This helped the researcher to understand the phenomenon of community policing, as well as its principles, implementation, goals, and nature (Taye, 2011:10); and

- The local newspaper *Randfontein Herald* was consulted. Social crime prevention pamphlets that are distributed monthly with the assistance of the Gauteng Department of Community Safety were also scrutinised.

### **2.7.2 Interviews**

Face-to-face interviews were conducted to establish the subjectivity of this study. The researcher used this approach to give participants the opportunity to talk freely regarding the implementation of community policing in the Westonaria policing precinct. The participants were those who collaborate towards crime prevention in the SAPS as sector managers and sector operational members. They also include sector crime-forum members and CPF executive members. A sector manager is a member of the SAPS who is appointed by the station commander to coordinate crime prevention activities in the sector. Sector operational members are SAPS members who are posted to work in sectors.

Sectors are the smaller manageable areas in which the service area of a police station is divided. These participants were determined by means of their contributions towards safety and security in the Westonaria policing precinct and their participation in the community policing activities. The researcher invited four (4) groups of participants comprising of two sector managers and one former sector manager, eighteen sector operational members, seven sector crime-forum members and one former sector crime-forum member, and six CPF executive members combined with a former CPF treasurer, former CPF secretary and seven members of business forum and neighbourhood watch.

An extra group comprising of former CPF coordinator, current CPF coordinator, rural safety coordinator, second-hand goods coordinator, liquor officer coordinator and former patroller group was also interviewed. The interview schedule was read out to participants.

Twenty (20) questions were read out to the CPF members, and seventeen (17) questions were read out to the SAPS members. Fifty-four (54) participants, 26 SAPS and 28 CPF members, participated in the semi-structured interviews.

The researcher attended monthly CPF meetings and some SCF meetings in the Westonaria policing precinct where all role-players were present. The attendance of CPF and SCF meetings was done prior to reading the interview schedule for the interviews. The reason was to ensure that all participants understood the purpose of the study, to seek their cooperation, and guarantee their full participation by meeting them personally.

The interview schedule was compiled to establish the contribution made by both the police and the CPF towards the implementation of community policing, as a strategy of crime prevention in the local community (Taye, 2011:14). The interview schedule consisted of thirty-seven (37) open-ended interview schedule. All these questions were compiled to verify whether the SAPS and the CPF meet the community's needs regarding community safety in Westonaria. Not all questions were put to all 54 participants (see attached Annexure A). The researcher wanted to establish if there were sufficient crime prevention projects and training for both the SAPS and CPF to ensure that community policing is effective in this local community.

The researcher intended to:

- Ascertain the conceptual understanding of community policing by both the SAPS and the local community by means of interview questions. Question one of sections one, section two, section three, and section four of the interview schedule asks the participants their knowledge about the concept of community policing (Attached marked Annexure A: Semi-Structured interviews);
- Evaluate the consequences of integrated partnerships, as well as whether they have an impact on reducing crime in Westonaria.

Questions three, six and seven of section 3 of the interview schedule ask the participants about their participation in partnership projects.

It also asks whether there was any positive impact on the prevention of crime in Westonaria (Attached marked Annexure A: Semi-Structured interviews); and

- Explore the training of both the SAPS and the local community regarding the issues of community policing.

Questions eight of section one, nine of section two and eleven of section three, ask participants about their opinions on the current level of training for both the SAPS and CPF about the improvement of their knowledge on the implementation of community policing in Westonaria (Attached marked Annexure A: Semi-Structured interviews).

## **2.8 DATA ANALYSIS**

The gathered data was divided into themes, trends, and relationships. According to Berg (2009:51), oral interviews can be transcribed into written text for analysis. The data analysis methods used in this study were interviews and observations. Open-ended questions were asked during the interviews in order for the researcher to be flexible to follow leads that might not be initially anticipated. The information that was gathered through the interviews was written down and transcribed into texts.

Information was then grouped into trends and relationships, for instance, those who said there was no partnership, and those who said partnerships exist between the police and the communities, were categorised accordingly. The said information was then represented in discussions. Through the discussions during the interviews, it was evident that the implementation of community policing is deficient in Westonaria.

## **2.9 UTILISATION OF INTERVIEW SCHEDULE FOR PARTICIPANTS**

The analysis of the questionnaire for the interviews revealed a number of issues. There is a lack of understanding of the concept of community policing by both the police and the CPF members. Community policing in Westonaria is not effective because community meetings are not held, and crime prevention projects are not implemented. Neighbourhood watches are not implemented in all eight sub-forums. Lastly, there is a lack of commitment towards the implementation of community policing from both the police and the local community.

The investigation also revealed the following:

- There is no trust between the police and the community regarding the sharing of information on crime related issues.

- There are negative attitudes about community policing by some police and community members.
- There is a lack of training from both the police and the CPF members concerning community policing.

The researcher utilised a standardised schedule during the face-to-face interviews and asked the same questions to each participant in the same order. Specific questions concerning the role of the SAPS and the CPF in community policing were asked to ensure sufficient information gathering. The intention was to determine their contributions to the implementation of community policing in Westonaria. Fifty-four (54) participants were consulted via semi-structured interviews, of which twenty-six (26) were SAPS, and twenty-eight (28) were CPF members.

### **2.9.1 Profile of key role-players for interviews**

Participant 1: Sector 1 SAPS operational member, an adult female

Participant 2: The deputy secretary of the CPF executive, an adult female

Participant 3: Sector 2 SAPS operational member, an adult male

Participant 4: Sector 1 SAPS operational member, an adult male

Participant 5: The treasurer of the CPF executive, an adult male

Participant 6: Sector 1 sub-structure member, an adult male

Participant 7: Sector 2 sub-structure member, an adult male

Participant 8: Sector 2 SAPS operational member, an adult male

Participant 9: Sector 1 SAPS operational member, an adult male

Participant 10: Sector 2 SAPS operational member, an adult male

Participant 11: Sector 2 SAPS operational member, an adult male

- Participant 12: The secretary of the CPF executive, an adult female
- Participant 13: Sector 2 sub-structure member, an adult female
- Participant 14: Sector 1 sub-structure member, an adult female
- Participant 15: Sector 1 SAPS operational member, an adult male (referred by participant 1)
- Participant 16: Sector 2 sub-structure member, an adult male
- Participant 17: The PRO of the CPF executive, an adult male
- Participant 18: Sector 2 sub-structure member, an adult male
- Participant 19: Sector 2 sector manager, an adult male
- Participant 20: Sector 1sector manager, an adult male
- Participant 21: The Chairperson of the CPF executive, an adult male
- Participant 22: The deputy Chairperson of the CPF executive, an adult male
- Participant 23: An additional member of the CPF executive, an adult male
- Participant 24: An additional member of the CPF executive, an adult male
- Participant 25: An additional member of the CPF executive, an adult female
- Participant 26: Sector 1 sub-structure chairperson, an adult male
- Participant 27: Former member of sector 2 sub-structure, an adult female
- Participant 28: Former secretary of the CPF executive, an adult female
- Participant 29: Former treasurer of the CPF executive, an adult male
- Participant 30: The chairperson of the neighbourhood watch, an adult male
- Participant 31: A member of the neighbourhood watch, an adult female

Participant 32: The secretary of the neighbourhood watch, an adult female

Participant 33: The chairperson of the business forum, an adult male

Participant 34: A member of the business forum, an adult female

Participant 35: A member of the business forum, an adult female

Participant 36: A member of the business forum, an adult male

Participant 37: The former CPF coordinator, an adult female

Participant 38: The CPF coordinator, an adult female

Participant 39: The rural safety coordinator, an adult female

Participant 40: The second-hand goods coordinator, an adult male

Participant 41: The liquor officer coordinator, an adult male

Participant 42: Sector 1 SAPS operational member, an adult male

Participant 43: Sector 1 SAPS operational member, an adult female

Participant 44: Sector 2 SAPS operational member, an adult male

Participant 45: Sector 2 SAPS operational member, an adult male

Participant 46: Sector 2 SAPS operational member, an adult female

Participant 47: Sector 2 SAPS operational member, an adult male

Participant 48: Sector 1 SAPS operational member, an adult male

Participant 49: Sector 1 SAPS operational member, an adult female

Participant 50: Sector 2 SAPS operational member, an adult female

Participant 51: Sector 2 SAPS operational member, an adult male

Participant 52: Former sector 2 sector manager, an adult male

Participant 53: Former chairperson of CPF executive, an adult female

Participant 54: Former member of patroller group, an adult female

Face-to-face interview schedules were prepared in English. Participants were personally informed, and these schedules were read out to those who agreed to be interviewed. All the questions were explained to the participants before being read out to them. A voice recorder was only used for participant number 1, while the other participants refused to be voice recorded. Participants were all adult males and females. No interviewee is mentally challenged.

**Table 2.3: Respondents as per gender**

GENDER	NUMBER	PERCENTAGE
Males	32	59.26%
Females	22	40.47%

The majority of participants were males because the females were reluctant to be interviewed, especially the SAPS members. The researcher tried to approach female members for interviews without success while the male members volunteered to be interviewed. The other reason for fewer females being interviewed was that they are housebound, and it was difficult to get appointments with them, as they are always with their families.

## **2.10 METHODS TAKEN TO ENSURE VALIDITY**

Validity entails the correctness of the questions asked, the data collected, and explanations presented. It relates methods and techniques used to collect the data with regard to the quality of data, the explanation and the confidence that can be agreed upon that the data is real or true (Denscombe, 2010:143).

The researcher used an interview schedule to ensure validity. Participants were given time to reflect on what they said after the interview to reveal the truth.

### **2.10.1 Credibility**

According to Bertram & Christiansen (2014:188), can credibility be enhanced in various ways during both data collection and data analysis. In some cases, credibility could be enhanced by having two researchers observing the same situation, for example in a classroom at the same time. This means that the two people can share their experiences and what they learned from the same object they have been observing and determine whether they obtain different results.

In this study the researcher used the participants who have experience in community policing activities because the information they supplied during the interview was reliable. Data collected was analysed, where there was complexity the researcher went back to the book to verify the data or the journal and proper reference methods was used for source acknowledgement.

### **2.10.2 Transferability**

Transferability can be enhanced by means of clear descriptions of the research, the participant's various perceptions and understandings, methodology, interpretation of results, and contributions from peer debriefers (Sikolia, Biros, Mason & Weiser, 2013:2). According to Babbie (2013:64), the same technique used to collect data must yield the same results if applied repeatedly. To ensure transferability of the research findings, the researcher supplied full background information about the context in order for other researchers to apply the findings in their research.

## **2.11 METHODS TAKEN TO ENSURE RELIABILITY**

Reliability refers to the same research instrument that would produce the same results on different occasions (all things being equal). It refers to whether the instrument is neutral in its effect and is consistent across multiple uses (Denscombe, 2011:298).

According to Denscombe (2002) (as cited by Tshishonga, 2018:27), reliability relates to the methods of data collection and concerns that they should be consistent and not distort the findings, it entails evaluation of the methods and the techniques used to collect the data. The researcher described how the data was gathered, analysed, and how the sampling was done.

### **2.11.1 Dependability**

Dependability concerns the stability and consistency over a period of time of the research design, data collection methods and instruments to produce consistent results under same circumstances and in the same context (Dantzker & Hunter, 2012:188). Participants' responses were written down. The researcher also verified transcripts to ensure they accurately reflected the participants responses.

### **2.11.2 Conformability**

Conformability refers to the degree to which the results of an inquiry could be confirmed or corroborated by other researchers (Anney, 2014:279). The researcher kept a comprehensive record of the research process followed to ensure that the explanation of the findings, recommendations and conclusions made could be traced to the sources.

## **2.12 ETHICAL CONSIDERATION**

May (2010:59) define ethics as standards that are concerned with the attempt to formulate codes and principles of moral behaviour?

The relevant Institutional Review Board will assure that the proposed experimental procedures abide by the standards of ethical treatment of human participants. In this research, the researcher abided by the general guidelines of SAPS ethics, as well as the University of South Africa ethics policy, namely the UNISA Policy on Research Ethics.

The researcher also followed ethics as set out in Chapter 2 section 10 of the Constitution of the Republic of South Africa, 1996 which states that "Everyone has inherent dignity and the right to have their dignity respected and protected" (South Africa, 1996: sect.10). The researcher specified all the procedures used with participants.

Prior to conducting this study, the researcher sought university approval by submitting an application for ethical clearance to the ethical review committee. Permission was granted by the SAPS Provincial Commissioner of Gauteng to do this research (see attached marked Appendix C).

Permission was compulsory because participants are SAPS and CPF members who are stakeholders in partnership with the police. The SAPS may also implement the outcomes of this study or research to improve the effectiveness of community policing. The following guidelines were considered before and during the semi-structured interviews (see attached marked Annexure A):

- Obtaining permission from the SAPS;
- Explaining the purpose and benefits of the research to participants;
- Explaining to participants that they can withdraw without any penalty during the interviews;
- Reassuring participants of the confidentiality of information provided by them;
- Assuring the participants of the researcher's respect and that their names will be kept secret;
- That the researcher will be honest and open when working with the participants;
- Promising not to cause harm to participants and to respect their privacy; Explaining the participants' voluntary participation;
- Explaining the possible risks and vulnerability of participation;
- The researcher informed participants that they are not compelled to sign the informed consent form; and
- Participants who agreed to participate, and agreed to be recorded, were given the opportunity to append their signatures on the informed consent form, one signature to indicate their consent to participate and the other signature agreeing to be recorded.

The above information was properly explained to participants who were interviewed and who gave their consent to be interviewed.

The purpose of conducting this investigation was explained to the participants before the start of the interview. The researcher considered the existing literature on community policing before undertaking this research. The priority of each community is its safety and security. Therefore, the researcher wanted to contribute to the prevention of crime through the implementation of community policing in Westonaria. Although the researcher is a member of the SAPS; he did not abuse his position to enforce the respondents to participate in this research project.

## **2.13 SUMMARY**

Research methodology explains the logic behind the research methods and techniques followed by the researcher to do the research project. This study adopted a qualitative method by utilising semi-structured interviews with some key role-players from the SAPS and CPF members of Westonaria policing precinct. This was done to determine whether community policing is effective in preventing crime, with the aim of improving the current implementation plan.

Key role-players from the SAPS and CPF members who are involved in crime prevention were consulted. The researcher found that community policing in the Westonaria policing precinct is not effective because of lack of understanding of the concept of community policing by both the police and the community. Various literature sources were scrutinised to analyse their contributions regarding community policing. Through semi-structured interviews and literature review (especially the media), it is clear that crime is still a problem.

## **CHAPTER THREE: COMMUNITY POLICING**

### **3.1. INTRODUCTION**

This section focuses on the implementation of community policing and its benefits to the local community and the South African Police Service (SAPS). Community policing is about partnerships between the police, community, Non-Governmental Organisations (NGOs), other government departments, and private sectors to maximise security and the adherence to the law. Transformation is needed to ensure that the SAPS develop into a community-oriented service that adopts a consultative approach to meet the safety and security needs of the community. Community policing is established in terms of Chapter 7, Section 19 of the South African Police Service Act, Act 68 of 1995 (Van Graan, 2005:22).

The Police Act (1995) also mention the establishment of Community Police Forums (CPFs) and the then Area Boards that are now replaced by Cluster Boards (Van Graan, 2005:21-22). Community policing presents an ideal opportunity for the community to be involved in community safety that provides better community participation. This research findings indicate that community policing has not been fully implemented in Westonaria. Taye (2011:23) contends that community policing is the best way of policing. The police must prioritise this approach to enhance cordial relations with the community.

The understanding is that this partnership of implementing the law will filter down to the social fabric. Verna, Das and Abraham (2013:27) argue that community policing has emerged as innovative law enforcement responses in dealing with the prevention of crime in police agencies. The police and the community can be good partners against crime. Through partnerships, the SAPS and the community may be able to determine the priorities concerning crime and promote police accountability and transparency. The SAPS and other stakeholders have to collaborate to form partnerships (Smit et al., 2004:14). The aim of community policing is to establish equal partnerships between the police and the public through which crime and community safety can be jointly identified.

Solutions can then be designed for both parties and be implemented (Department of Safety and Security, 1997:07). To be able to implement community policing properly, the researcher identified factors within the police and the community that affect the implementation of community policing in Westonaria. These inhibiting factors include conceptual understanding of community policing by the police and the community, training and development, lack of partnership between the police and the local community, and so forth.

### **3.2. THE CONCEPT OF COMMUNITY POLICING**

Community policing is defined as a philosophy that promotes organisational strategies to support the systematic use of partnerships and problem-solving techniques to deal with the conditions that give rise to community safety, such as fear of crime and social disorder (Department Safety and Security, 1997:01). It also guides police management styles and emphasises the establishment of partnerships between the police and the community in solving community problems.

Community policing in the Westonaria policing precinct can be used as an instrument to enhance active partnerships between the SAPS, the local community, and other agencies. In these partnerships, both parties can work together to identify problems and quality of life for the people and collaborate in crime control and public safety. Should community policing be properly implemented, the SAPS and the local community of Westonaria will become teammates in problem solving, partnerships, and community crime prevention.

The community could hold the police accountable for the high crime rate in the local policing precinct. According to Van Graan (2005:33), community policing is a problem-solving and proactive partnership between the police and the community to address the root causes of crime and fear of criminality. Through the partnership between the SAPS and the local community, the causes and fear of criminality could be addressed. In this collaboration, the police will be able to respond to the needs of the community (Smit et al., 2004:60).

Through community policing, the police, the community, and other government departments will be able to address the causes of crime and other community issues (Miller, Hess & Orthmann, 2014:04).

### **3.3 COMMUNITY POLICING STRATEGIES**

According to Taye (2011:55-56), there are various strategies for community policing:

#### **3.3.1 Promotion of inter-agency co-operation with other agencies in the performance of policing function**

In this strategy, there must be co-operation by criminal justice agencies to reduce crime level. The situation in Westonaria regarding community policing is that inter-agency co-operation is still insufficient because other agencies that are responsible for crime prevention, for instance, security companies around Westonaria, are not working with the SAPS and the local community. The responses to question 4 of section three clearly indicate that not all community members or stakeholders participate in community policing issues (Attached marked Annexure A: Semi-Structured interviews).

#### **3.3.2 Fostering inter-departmental co-operation in solving the problems of crime**

There must be co-operation between the SAPS and other government departments to solve crime problems. In the Westonaria policing precinct, this investigation indicates that there is a lack of co-operation with other government departments, such as the Department of Home Affairs, Department of Justice, and Department of Correctional Services, to solve the problems of crimes. These departments do not attend community meetings to address the community regarding crime issues. This partnership could be possible through community policing. Responses are evident of the lack of inter-departmental co-operation in question 4 of the survey (see Annexure A, section three).

#### **3.3.3 Commitment from police management to develop new skills through training, which include problem solving, facilitation and networking**

There must be commitment from police management in developing new skills through training, facilitation and networking. The SAPS management in Westonaria together with the Gauteng Department of Community Safety should have prioritised the training of both police and community members (through Community Police Forum). However, this training is still lacking. It was verified by means of questions 11 of section three, question 8 of section one, question 9 of section two; and question 9 of section four (Attached marked Annexure A: Semi-Structured interviews).

### **3.3.4 Identification and mobilisation of community resources that may assist in combating and preventing crime**

Human and logistical resources must be identified and properly utilised to combat crime. Community crime prevention is the best human resource to utilise in crime prevention. The Westonaria policing precinct is divided into two sectors and eight sub-sector forums. The researcher's justification is that there must be active patrollers to do community crime prevention in their specific sub-sectors.

The researcher's personal experience revealed that there are community patrollers from both sector one and sector two who only patrol in the Central Business District (CBD) in the town of Westonaria. These community patrollers do not patrol their respective sub-sectors according to the Westonaria SAPS Crime Pattern Analysis (CPA). This analysis shows that the crime of burglary houses is prevalent around Hillshaven, which is in sector two. Those community resources are clearly not properly mobilised.

### **3.3.5 Decentralisation of policing services to ensure effective decision-making at the lowest level**

Policing services must be decentralised to the lowest level for proper service delivery. The decentralisation of policing services in the Westonaria policing precinct occurs daily. SAPS members at lower levels are able to take independent decisions during the tour of their duties. Responses indicate the independent decisions taken by sector managers in question 4 of the survey (Annexure A, section one).

### **3.3.6 Open communication between the police and the community.**

For good service delivery, open communication between the police and the local community is necessary. Communication between the police and the community in Westonaria is not open and effective enough. Some members of the CPF of Westonaria do not know who their coordinator is. This lack of communication was made evident by means of question 8 of section three (Attached marked Annexure A: Semi-Structured interviews).

One of the objectives of this investigation is to determine whether community policing is effective in preventing crime in Westonaria. Responses are evident of the ineffectiveness of Sector Crime Forums (SCFs) and the CPF as revealed in question 2 of section one, question 7 of section one, question 2 of section two, question 7 of section two, question 8 of section two, question 9 of section three; and question 10 of section three (Attached marked Annexure A: Semi-Structured interviews).

According to Miller et al. (2014:130), the other strategies for implementing community policing also include, but are not limited to horseback patrols, foot patrols, newsletters, and community surveys. The most important strategy in implementing community policing is to make sure that the chosen strategies must fit the community that they serve (Miller et al., 2014:13). Considering the feedback received from participants, the researcher is of the view that, should the above strategies be applied in the implementation of community policing, the issue of increased crimes and other social problems can be resolved.

## **3.4 CHARACTERISTICS OF COMMUNITY POLICING**

According to Taye (2011:41-45), service orientation, partnerships, problem solving, empowerment, and accountability are characteristics of community policing. The pros' and cons' of fruitful community policing/partnerships in the Westonaria policing precinct are discussed further.

### **3.4.1 Service orientation**

Service orientation is primarily concerned with promoting the concept that the community is the client and the Police, as the service provider (Department of Safety and Security, 1997:02). The different needs of the community must be considered to enable the rendering of effective and efficient service. Should the SAPS in Westonaria initiate partnership projects to fight crime, the community will follow and support these crime prevention projects, and it will be easy for the police to render services to the community. The question whether the partnership between the police and the community can be improved was verified by means of question 2 of section three (Attached marked Annexure A: Semi-Structured interviews).

### **3.4.2 Partnership**

To enhance partnerships between the police and the community, CPFs must be established at all levels (South Africa, 1997:02). The objectives of establishing this partnership are to facilitate the process of problem-solving and to determine community needs and policing priorities (Pheiffer, 2013:17). The SAPS and the community in Westonaria do not have good relations because of inhibiting factors such as poor communication and lack of understanding the concept of community policing. Evidence of poor community relations is evident in question 6 of the survey (see attached Annexure A, section three). Other community structures, such as street committees, may also be established to address community needs.

The benefits of partnership are:

- A sense of accomplishment from bettering the community;
- Gaining recognition and respect;
- Learning new skills; and
- Co-operative effort to facilitate a process of problem-solving (Department of Safety and Security, 1997:02).

According to Miller et al. (2014:190), the disadvantage of partnerships in community policing is time and money.

Working as partners with the community may take time and cost more money in a short space of time. The feedback from participants revealed that partnership policing by the SAPS and the CPF need to be enhanced to enable the police to solve the problems of the community of Westonaria.

Responses denote that partnership policing need to be strengthened as revealed in question 6 of the survey (section three) and question 7 of section three (Attached marked Annexure A: Semi-Structured Interview). Eleven (11) out of thirteen (13) participants answered that they have never been involved in any partnership projects. The researcher inferred from this that an effective partnership between the police and the community is lacking.

### **3.4.3 Problem-solving**

The police and the community through the community structures must identify and analyse the real causes of crime and conflict within the community (Taye, 2011:42). Through collaboration between the SAPS in Westonaria and the CPF structures, community problems and crimes could be easily identified and solved in the Westonaria policing precinct. These partners against crime can sensitise the community against criminals who can strike at any time, and that the community of Westonaria must work together to avoid conflict.

### **3.4.4 Empowerment**

According to Business Dictionary (2018), empowerment is based on the idea that giving employees skills, resources, authority, opportunity, motivation, as well holding them responsible and accountable for outcomes of their actions, will contribute to their competence and satisfaction. Through community policing, the SAPS and the local community of Westonaria can have a common understanding that they must work together in the fight against crime. The community of Westonaria will be empowered and motivated to reclaim their streets from criminals through joint responsibility of addressing the causes of crime.

It was verified by means of questions 3 of section one, question 3 of section two, and question 4 of section four (Attached marked Annexure A: Semi-Structured interviews).

### **3.4.5 Accountability**

Mechanisms have to be created so that the police can be held accountable to the community concerning the needs and concerns of the community (Taye, 2011:43). The Independent Police Investigative Directorate (IPID) and other mechanisms are designed to make the police service more transparent to establish the culture of accountability (Department of Safety and Security, 1997:03). Participants indicated that the police must account for the crimes that are not reduced (see attached Annexure A, section four, question 5).

During the monthly community meetings, the police have to report on crimes committed and assure the community that they will be prevented in the future. Participants indicated in question 4 of section two and question 2 of section four that SCF members and SAPS sector operational members do not meet to discuss crime. If this would happen, the partnership between the police and the local community will be enhanced.

## **3.5 ELEMENTS OF COMMUNITY POLICING**

Community policing comprises efforts to identify crime problems (Hlungwani, 2014:04). Buthelezi (2014:5-4) sees one of the objectives of community policing as the promotion of joint problem identification. According to Miller et al. (2014:20), partnerships, problem-solving, and organisational change are the essential elements of community policing. Elements of community policing are organisational elements, tactical elements, and external elements of community policing (Taye, 2011:63-66). This research proves that if the SAPS and CPF know and understand the elements of community policing, it will be easier for them to adapt from traditional policing to community-oriented policing.

### **3.5.1 Organisational change**

Organisational change includes philosophical elements, decentralised decision-making, geographical accountability, utilisation of voluntary resources, and enhancers (Taye, 2011:64-65). Without organisational change, it will be difficult to have problem solving and partnerships (Miller et al., 2014:20).

Issues requiring change in an organisation include technological advances, demographic changes, shifting values, fiscal constraints, and the need to do more with fewer resources (Miller et al., 2014:120). Through organisational change, the SAPS will be able to account to the local community about crime. They will also be able to utilise community volunteers (especially the neighbourhood watch) as force-multipliers to prevent crime. The significance of organisational change is that the police will be able to solve problems and strengthen partnerships. The police will be able to do more with fewer resources such as vehicles to enhance service delivery.

### 3.5.1.1 Philosophical elements

The community is the key priority for police work to identify crime. Philosophical elements are reflected in the mission statement of an organisation, policy evaluation, training, and any activities that define the organisational culture of the SAPS (Taye, 2011:63). In community policing, the citizens must provide inputs in matters concerning crime prevention (Miller et al., 2014:22).

The police are to render social services to enhance the lives of vulnerable people such as children, the elderly, and disabled people. This study revealed that the SAPS management in Westonaria does not include the inputs of the community through the CPF structures when they draft the Westonaria Station Annual Performance Plans (APP), currently called the Annual Operational Plan (AOP).

### 3.5.1.2 Decentralised decision-making and accountability

The police members at the ranks of sergeants and warrant officers are given the authority to solve problems at local levels, and they are accountable for these decisions (Taye, 2011:64).

The patrol officers at lower levels are given permanent assignments where they can take decisions and be accountable (Miller et al., 2014:23). In the Westonaria policing precinct, sector managers are able to decide what to do on the spot without first consulting their commanders. This aspect was verified by means of question 4 of section one (Attached marked Annexure A: Semi-Structured Interview).

#### 3.5.1.3 Geographical accountability

Community policing is about the partnership between the community and the police. The different CPF sub-structures in the Westonaria policing precinct have to account to that specific precinct. For instance, the sector manager of sector two must hold Sector Crime Forum (SCF) meetings monthly in sector two. He and the SCF committee have to then give an account of crime to the community of that sector. According to Hlungwani (2014:26), the activities of SCF committees are to identify crime strategies and discuss crime in the specific sector.

#### 3.5.1.4 Utilisation of volunteer resources

Through community policing, the community is encouraged to offer their services voluntarily to assist the police in every aspect of crime prevention (Taye, 2011:65). In Westonaria, the community members who volunteer their services in crime prevention matters are community patrollers and police reservists. The SAPS have to encourage the community of Westonaria to become police informers and to establish neighbourhood watches. Each sub-sector must have a neighbourhood watch as directed in the CPF objectives to mobilise communities for awareness campaigns (Pheiffer, 2013:60).

#### 3.5.1.5 Enhancers

Enhancers include technology and information systems to support better resources and police development (Taye, 2011:65). This study revealed that it is important for sector managers, sector teams, and CPF members to become computer literate and to learn to write CPF reports. The secretary of the CPF must be able to type records and save the CPF minutes on a computer.

The sector managers and sector teams must be trained to operate the Crime Administration System (CAS) and check crime hot spots. Additional elements of community policing include peace brokering such as the Police as peace officers, proactive approach to policing, problem-oriented approach, creative police responses, community consultation, police officers as information managers, decentralisation of responsibility and autonomy, changes in structure, police culture, and police direct accountability.

Police cannot solve crime and disorder on their own (Department of Safety and Security, 1997:np).

### **3.5.2 Tactical elements**

This element is called tactical because high decision-makers make important decisions in the local community. Through community policing, government agencies, such as the local government, ward councillors, and Community Safety Forum committee members must discuss crime and other social problems. The SAPS must establish partnerships with other government departments, community leaders, and other service providers and criminal justice agencies, as they are equal partners to improve the quality of life in the community (Department of Safety and Security, 1997:07).

### **3.5.3 External elements of community policing**

Through community policing, government agencies must recognise their capabilities to respond to and address crime and social disorder issues. This will only be possible if these government agencies form partnerships with community leaders and other service providers (Taye, 2011:66). In terms of the White Paper on Local Government (1998), the Local Government is mandated to implement social crime prevention measures (Pheiffer, 2013:98). The Westonaria municipality must assist the SAPS with the implementation of social crime prevention programmes.

The White Paper on Safety and Security (1998) also makes provision for municipalities to work with the police to identify areas in which the Local Government can assist (Pheiffer, 2013:99).

The Local Government is also mandated to enforce by-laws to reduce serious crime. The SAPS of Westonaria will identify places such as empty houses that harbour criminals and dark places where criminals can operate easily. It is the municipality's responsibility to install proper lighting and to demolish empty houses to deter criminals. The Integrated Development Plan (IDP) is the Local Government plan to develop the municipal area. In this programme, the quality of life, as well as community safety, is enhanced (Pheiffer, 2013:17).

This study proposes that the SAPS and CPF need to establish partnerships with the Westonaria local traffic department (local municipality), the mine security, other private security industries, and with the local religious fraternity. Other external partners include Non-Governmental Organisations such as Women Against Women Abuse (WAWA) and the South African National Civic Organisation (SANCO). Other departments such as the Electricity Supply Commission (Eskom), the Department of Home Affairs and the Department of Social Development should also be involved.

### **3.6 IMPLEMENTATION OF COMMUNITY POLICING**

Community policing is established in terms of Chapter 7, Section 19 of the South African Police Service Act 68 of 1995. The above-mentioned section talks to the establishment of CPFs and the then Area Boards, which have now been replaced by Cluster Boards (Van Graan, 2005:22). Feedback from the questionnaire indicates that the relationship between the SAPS and the community is poor because local inhabitants do not have basic policing skills. Poor relationship between the SAPS and the community was verified by means of question 3 of section one; questions 2, 3 and 9 of section 3 and question 4 of section four (Attached marked Annexure A: Semi-Structured interviews).

The requirements for the proper implementation of community policing are a change in management style from the old way of policing to community-oriented policing, a mission and vision statement, and the assessment of community needs (Miller et al., 2014:122). The following are the main factors for the implementation of community policing.

### **3.6.1 Change in management style**

Community policing requires a new management style that differs from traditional policing (Taye, 2011:72). Traditional policing refers to the old ways of policing, which was not community-oriented policing. Participatory leadership in the SAPS seems to be most suitable for community policing. Although top management has the final decision, each member has something to contribute or say (Miller et al., 2014:123).

Police members are encouraged to be innovative. In participatory management, the manager has a vision for a collaborative relationship between the SAPS and the community. The SAPS management in Westonaria must consult with sector managers, sector teams, and CPF executive members before taking decisions that are related to community policing. However, it is not the case in Westonaria. The researcher's personal experience is that when the Department of Community Safety requests community patrollers and youth desk members to participate at an event, the station would choose those who can be reached immediately. The correct procedure is that the CPF coordinator must inform the chairperson to nominate the number of people to participate.

### **3.6.2 Creating a mission and vision statement**

The SAPS vision is to create a safe and secure environment for all people in South Africa. The SAPS vision should include essential elements of the community policing philosophy, namely problem-solving, empowerment, forming community partnerships, and being proactive. The vision of the SAPS also includes having preventing crime be as important as enforcing the law (Miller et al., 2014:124).

Although each department's vision is unique, the SAPS vision should reflect the community that it serves. In order to include the community in the SAPS vision, the SAPS in Westonaria should invite the CPF when they compile the Station Annual Operational Plan. It is necessary that unions, such as the Police Prison and Correctional Service Union (POPCRU) and the South African Police Union (SAPU) become involved in community policing matters in the Westonaria policing precinct.

The development of a mission statement in the SAPS is critical for developing and implementing community policing. The mission of the South African Police Service is to prevent anything that may threaten the safety or security of any community, to investigate any crimes that threaten the safety or security of any community, to ensure criminals are brought to justice, and to participate in efforts to address the root causes of crime (Pheiffer, 2013:54). The mission statement of the local CPF includes the purpose of its existence, characteristics of the CPF, and its promises to the community of Westonaria.

### **3.6.3 Assessing needs**

Needs assessment in the SAPS should also involve the local community that is being served. When doing assessment and analysis of the department's organisation, the SAPS should be careful in identifying factors within the Police Service that may hinder community-policing initiatives (Miller et al., 2014:126). The responsibilities of the CPF include the mobilisation of the community against crime, promoting police-community relations and establishing partnerships between the police and the community.

## **3.7 BENEFITS OF COMMUNITY POLICING**

According to Miller et al. (2014:136), community policing has numerous benefits for police members and other government departments. When community policing is effectively implemented in Westonaria, the local community and the SAPS will reap various benefits.

### **3.7.1 Benefits for community members**

- Community policing reduces the fear of crime. Through the proper implementation of community policing in the Westonaria policing precinct, the community's fear of crime will be reduced.
- Community policing improves the community's quality of life. Through community policing, the community in Westonaria's quality of life will be improved.
- Through community policing, there is a commitment to crime prevention. The community of Westonaria will be committed to crime prevention projects if community policing is properly implemented.

- Community policing focuses on reaction to incidents.
- Through community policing, there will be police accountability about crime issues in the Westonaria policing precinct.
- The community of Westonaria will feel more empowered when they are involved in crime prevention by participating in community policing.
- Through community policing, there is an increase in positive community attitudes towards the police by the community of Westonaria.
- Problems and concerns of the community of Westonaria could be addressed through community policing.

### **3.7.2 Benefits for the SAPS members**

This study reveals that the sector teams of SAPS in Westonaria are given greater authority when they engage with the Westonaria community without interference by management. Through community policing, the SAPS in Westonaria acknowledge their limited capacity to perform their duties. It is hoped that, local businesses and the mining area around Westonaria will benefit through the implementation of community policing. Community policing improves social relations, improves police legitimacy and enables effective response to crime.

## **3.8 THE PRINCIPLES OF COMMUNITY POLICING**

Miller et al. (2014:18-19), identified the following principles of community policing:

- Community policing builds communal respect.
- Community policing coordinates crime prevention strategies.
- There should be a consultative approach that seeks to improve responsiveness to identified community needs (Van Graan, 2005).
- SAPS members and members of the community must be skilled and capacitated through regular training, which includes training on community policing in addressing the problem of crime.
- Community policing prioritises the indigent and children.

This research shows that in the Westonaria policing precinct, the principles of community policing are not evident because not all SAPS members participate in community policing initiatives as only the sector managers, sector teams, and station management attend monthly CPF meetings. Members of the support service and the detective service at Westonaria police station do not participate in community policing issues, but only their commanders.

### **3.9 GOALS OF COMMUNITY POLICING**

According to the literature on community policing, the following are the goals of community policing:

- Development of new proactive initiatives to solve problems;
- Establishment of equal partnership between the police and the community through which crime and community safety issues can be determined, solutions designed and implemented (Van Graan,2005:18);
- Identification of the root causes of crime and other problems in the community;
- Reduction of crime;
- Customer satisfaction; and
- Establish trust between the police and the community (Pheiffer, 2013:46).

In Westonaria, the goals of community policing are not yet achieved, as exposed during the interviews with participants. The participants who were interviewed are sector managers, sector operational members, sector crime-forum members, and CPF executive members.

The following reasons were cited by participants:

- Lack of training for both the police and the community in community policing;
- Little or no participation by the community in policing matters;
- Lack of frequent meetings between the police and the community to discuss crime.
- Relationship between the police and the community is deficient; and
- Crime prevention projects to deal with the high rate of crime were not initiated.

In response to the question, “Do you think there is sufficient training for the police and CPF members regarding community policing?” all participants agreed that the current training is not sufficient (see attached Annexure A, section three, question 11). This question was asked to the SAPS members to establish whether the training that the police received during basic training and follow-up workshops is sufficient for them to implement community policing in the Westonaria policing precinct.

The researcher wanted to establish whether the training received after induction was sufficient to know everything concerning CPF activities. Both SAPS and CPF members agreed on one answer that training is not sufficient. The feedback from all participants was that more training is necessary. Fifty-four (54) participants confirmed that the training for both the SAPS and the CPF was not sufficient. The respondents believed that training was needed for both the police and the CPF to know their responsibilities. In response to the question, “Does the whole community participate in community policing issues?” (See attached Annexure A, Section Three, question 4).

Only one (1) member of the ten (10) CPF executive members and three (3) former CPF executive members who were interviewed agreed that the whole community participated in community policing issues. The other twelve (12) members indicated that not all community members participated in community policing issues. They responded as follows:

- *“... Some community members do not know about the existence of community policing in the Westonaria policing precinct.”*
- *“...other community members are still sceptical about community meetings and they still need encouragement and want to see how far this relationship is.”*
- *“...community members do not participate in community policing issues because they are negative as they do not know the elected people of the CPF.”*

A question was asked to establish whether the police and the CPF in the community to discuss crime and other social problems held monthly meetings. Fifteen (15) CPF members including business forum members were interviewed.

Three (3) members confirmed that they held meetings once or twice with the police to discuss crime, but they could not remember during which month. The meeting minutes could not be produced. The other twelve (12) members could not confirm whether they ever attended community meetings to discuss crime-related issues. The CPF and business forum member's responses were as follows:

- *“...I once attended in 2014 but only few people attended and it was a meeting of choosing a sub-structure and crime was discussed.”*
- *“...not often because there are still problems within our structure and it depends on the rise of crime but we must attend monthly meetings.”*

One question that needs to be answered, however, was whether the participants were able to explain their relationship with the police (See attached Annexure A, section three, question 2). Ten (10) CPF executive and three (3) former executive members responded as follows:

- *“...the community and the police are working together in CPF to protect the community.”*
- *“...there is a good and bad relationship between the community and the police, for instance, some community they have no trust in police because they feel police are not doing their job (bad relationship and trust), other community they feel that police are doing their job and they have good relationship”.*
- *“...fair, not yet good because there is a shortage of trust from the community to the police and shortage of police visibility.”*
- *“...it is just fair not 100%; it can only be good if community can give information to the police.”*

The above responses were about the question of relationship between the police and the community. The researcher also posed the following question, “How many partnership projects have you been involved in since you were elected as a chairperson or as a member of the CPF?” (See attached Annexure A, section three, question 6). The rationale behind this question was to establish whether the police and the CPF in Westonaria policing precinct initiate crime prevention projects.

Ten (10) CPF and (three) former executive members were interviewed. Only two members responded by saying that “*only one, here in Lebanon, which involve the youth activities, but they have not yet started as we are still awaiting the meeting*”. The other member said, “*The last awareness campaign was on 23 November 2013*”. The other eleven (11) members came clean and said that they had never participated in crime prevention projects. It was evident that the one member who confirmed he was involved in a partnership project indicated that the meeting was very informal and poorly attended.

### **3.10 FACTORS THAT AFFECT THE IMPLEMENTATION OF COMMUNITY POLICING.**

This section describes the factors that obstruct effective implementation of community policing in Westonaria. It discusses factors in the community and factors in the police.

#### **3.10.1 FACTORS IN THE COMMUNITY AS WELL AS IN THE POLICE**

##### **3.10.1.1 Factors in the community**

###### **(a) Conceptual understanding and knowledge of community policing**

“Community policing encourages people and the police to forge new partnerships to address the issues of crime, fear of crime, and disorder in their communities” (Taye, 2011:96). To be able to participate and contribute to community policing issues, the local community must have knowledge and theoretical understanding of the concept of community policing (Taye, 2011:44). The lack of theoretical understanding and knowledge of community policing was verified by means of the responses to questions 1 of section one, question 1 of section two, question 1 of section three, and question 1 of section four (Attached marked Annexure A: Semi-Structured interviews).

The researcher posed the following question, “Can you please tell me what you understand by the concept community policing?” Some of the participants responded as follows:

- “*...it is a police, community and service.*”

- “...*I think it is when the community is involved with the police in combating crime.*”
- “...*it is whereby a group of community members work together with the police to prevent and discuss crime issues in the area.*”

Although some of the community members had an idea of what community policing entail, most of the answers included procedures, residence, meetings, community, police and partnerships. One participant did not specify what community policing is. The reason might be that most of the community members have not had any training in community policing, which was also the outcome in Taye (2011:86).

#### (b) Lack of trust towards the police

The researcher agrees with the author Taye (2011:29), that “trust is about the creation of understanding”. According to Taye (2011:36), the trust among the police and the community can be improved through community policing. Trust between the police and the community can make the free flow of information easy to assist in crime prevention strategies. Although there is no question posed to participants with regard to trust, this research revealed that the trust between the police and the local community is not sufficient to enhance community policing. The researcher asked the following questions:

- “What challenges do you experience concerning community policing in your sector?” This question was asked to sector managers.
- “Do community members attend CPF meetings?” This question was directed to sector crime forum members.
- “How effective is community policing in your sector?” This question was asked to sector managers and sector operational members.
- “Are you able to explain the relationship between the community and the police?” This question was directed to the CPF chairperson.

The majority of participants felt that there is no trust between the police and the local community in Westonaria. Here are some of the participant’s responses:

- “...community members take long time to report matters to the police as there are urgent matters, which must be reported direct to the police and they report first to the CPF members and the matter can only be reported to the police the following day.”
- “...few of them but not all, CPF meetings because others are still sceptical about community and police partnership.”
- “...community policing can be effective if community members are involved by giving information to the police.”
- “...there is a good and bad relationship between the community and police. For instance, some community has no trust in police because they feel police are not doing their job.”

(c) Involvement of business community in crime prevention

The involvement of the business people in the implementation of community policing is very important (Taye, 2011:87). The role of the business community in crime prevention includes the protection of their own businesses. An example of protecting one's business is the installation of alarm systems and the hiring of security guards for one's business. In Westonaria, the involvement of the business community in crime prevention is limited and not according to partnership policing. As indicated in Chapter one, the business forum is established only in sector one and only few members of the business community are part of the business forum.

(d) Involvement of community in community crime prevention

Taye (2011:81) defines community crime prevention as a neighbourhood where people organise themselves into groups to prevent crime in their local area. Through neighbourhood watch, the people in the local community are able to reduce the opportunities for criminals to commit crimes. In questions 3 and 4 in section three of the interview schedule, the participants confirmed that implementation of community policing brought changes in relation to partnership policing because the community can come together to seek solutions.

Participants also confirmed that not the whole community participate in community policing issues because some of community members do not know community policing.

(e) Level of participation in community policing

Participation in community policing requires commitment and involvement of the police and the local community concerned. In this study, the research revealed that the level of participation in community policing is lacking. This is happening even though there is a permanent SAPS member who is assigned to each of the two sectors. The inadequate level of participation was verified by means of question 3 of section one, question 3 of section two, question 3 of section four, and question 4 of section three (Attached marked Annexure A: Semi-Structured Interviews). The following questions were asked to the sector managers, sector crime forum members; and chairperson and members of the CPF executives:

- “What challenges do you experience in your sector concerning the implementation of community policing?” This question was directed to sector managers.
- “Do community members attend CPF meetings?” This question was asked to sector crime forum members.
- “Does the whole community participate in community policing issues?” This question was asked to the CPF chairperson.

The participants answered as follows:

- *“...attendance of community is very poor.”* This was the sector managers response
- *“...the challenges are that the community is not involved.”* This was the response of the CPF executive members.
- *“...there is no involvement of the community.”* This is the response of the sector operational members.
- *“...not all of them only the sub-structures of Westonaria East.”* This was the sector manager’s response.
- *“...few of them not all attend CPF meetings.”* This was the response of sector crime forum members.

- “...not all, because some of them do not know about community policing.” This was the response from the sector crime forum members.
- “...no, they do not attend because they are negative.” This was the response from the sector managers.

The above responses clearly indicate that there is a lack of participation in community policing in Westonaria.

### **3.10.1.2 Factors within the police**

#### (a) Conceptual understanding and knowledge of community policing

The police have their own understanding of this concept. To the question, “Can you please tell me what you understand by the concept community policing?” The sector managers and sector operational members responded as follows:

- “*It is whereby a group of community members work together with the police to prevent and discuss crime issues in the area.*” This was a response by sector operational member.
- “*It is the community and the police.*” This was a response from sector operational member.
- “*Community policing is to provide service to the community by the police.*” Sector managers’ response.
- “*Community policing is to patrol around the sector and to attend complaints from CSC and control room and to patrol hotspots now and again.*” This was the sector operational members’ response.
- “*Community policing is when police, CPF and local community are involved to prevent crime in a specific area.*” A sector manager’s response.
- “*Community policing is when the community members such as CPF are working together with the police in order to prevent crime.*” A sector manager’s response.

From the above definition of community policing by police members, it is clear that most of them have knowledge of what community policing entails. However, few of them could not define the concept of community policing. Some of these participants stated that:

- “*Community policing is policing which is closest to the members of the community which involves members of the community.*”
- “*Community policing is to help community people with complaints and to patrol in the sectors.*”

(b) Lack of communication

According to Charlotte (2013:109), communication is a means of sending information. Communication is a means through which the information can be exchanged between the police and the community (Taye, 2011:53). Through communication, there can be mutual trust between the police and the community to enable the implementation of community policing (Taye, 2011:49). In the Westonaria policing precinct, communication between the police and the community is still lacking. The lack of communication was verified by means of question 8 of section three (Attached marked Annexure A: Semi-Structured interviews).

The researcher asked the participants, “Do you know who the CPF coordinator is?” This was to establish whether there is proper communication between Community Police Officers (CPO) and the CPF. The question was directed to the CPF executive members. The majority of participants responded that they do not know who the CPF coordinator was. These are some of their responses:

- “*No, I do not know him or her.*” The response from the current CPF executive member.
- “*I do not know who the CPF coordinator is.*” The response from the current CPF executive member.
- “*No.*” The response from former CPF executive member.

In this question, there was no participant responded that he/she know who the CPF coordinator was. Another question the researcher posed regarding communication was “How is communication among the CPF members, the community as a whole, and the police. This includes the station management, sector managers, sector operational members, and the CPF coordinator?” This question was posed to the CPF executive members to find out if they (CPF members) are able to communicate with all the members or only with the station commander and sector managers. Responses to this question were as follows:

- *“Since I have started it was not good enough, but now there is an improvement.”*  
The response from current CPF chairperson.
- *“There is good communication with the police, but communication with the community as a whole is a problem. I think the community has to be taught about the role of the CPF and the police within the community.”* The response from the CPF treasurer.

(c) Integrated approach with other stakeholders

To be able to implement community policing, the police must work together with other agencies. In Westonaria, this integrated approach is lacking as indicated on page four in chapter one of this dissertation. This question was not posed to participants.

(d) Police misconduct

Police misconduct means conduct as set out in regulation 5(3) of the discipline regulations of 2016 for the South African Police Service Act, Act 68 of 1995 (SAPS Discipline Regulations, 2016:02). Misconducts in this regulation include but not limited to neglects duty or perform functions in an improper manner by police member(s). In this study, there were 104 complaints registered against the police between 2010 and 2014 at the SAPS Westonaria (Westonaria SAPS, 2012-2014). These complaints against the police by the community are the results of unsatisfactory service delivery by the police (Westonaria SAPS, 2012-2014).

(e) Police culture

Police culture refers to the togetherness of police members that may sometimes differ from the expectations of the police organisation (Archbold, 2013:126). Archbold (2013:16) defines culture as what a particular group of people believe in and the way that this specific group, which makes them unique from other groups. In this study, the SAPS of Westonaria can be regarded as a social group of people that are characterised by certain behaviours that differs from the rest of the Westonaria community. These behaviours and beliefs develop into a police culture.

The fact that police members are exposed to dangerous and violent crime scenes gives them the courage to associate with one another (Grabosky, 2009:85). Police culture is also influenced by solidarity among police members in believing that unacceptable behaviour, such as using maximum force during arrest, is acceptable. There possibility may also exist that the SAPS in Westonaria can form a police culture that may influence the implementation of community policing.

### **3.10.1.3 Other factors identified**

This research revealed that additional factors affect the implementation of community policing in Westonaria and that community policing could not be properly implemented. They are:

(a) Training and education

Police academy training in the United States of America (USA) include criminal law, constitutional law, cultural diversity, community policing, ethics, report writing (Archbold, 2013:172). In South Africa, the police academy training also includes community policing. Training is seen by Miller et al. (2014:132-133) as critical for a successful transition to community policing, which include training in communication skills, problem-solving skills, and leadership skills. In this study, training for both the police and the local community regarding community policing is lacking. This research revealed that the formal training for the police and CPF is not enough to implement community policing.

Responses clearly display the lack of training in question 9 of section four, question 9 of section two 2, question 8 of section one, and question 11 of section three. The researcher posed the following question to the sector managers, sector operational members, sector crime-forum members, and CPF executive members. “Do you think there is sufficient training for the police and CPF members regarding community policing?”

Participants responded as follows:

- *“I think we need more training as induction here in Libanon is not yet done. I think the police need to be more trained about CPF because those who do not know CPF when they see us at police station they think we want to take their job.”*
- *“No, the training is not enough for CPF members as we are supposed to be given booklets to read after induction so that we can always refer about as to what we must do or not do while we are in the CPF.”*
- *“Yes, even though police have been given proper training, there are some other police who do their own things.”*
- *“I think our CPF members need more training as induction was not sufficient. Police also must attend some courses about community policing because things are changing every day.”*

The above responses indicate that training is needed for both the police and the CPF members regarding the implementation of community policing in Westonaria.

#### (b) Organisational capacity to implement community policing

In this study, organisational factors refer to the organisation of the police service according to the personnel, logistics, communication, and transportation facilities (Taye, 2011:119). The question to be answered through this study is whether the SAPS in Westonaria is capable to implement community policing with its current human and physical resources. The number of personnel compared to the number of sectors and population was analysed. It was indicated in Chapter two of this study that in 2011, the total population of Westonaria local municipality was 111 757.

This research also revealed that the total number of Westonaria SAPS members was 128. Only thirty-two (32) members were allocated for community policing. It is evident that the number of police officials at Westonaria Police Station allocated to community policing are not enough to ensure effective partnership policing.

### **3.11 SUMMARY**

Transformation is necessary to ensure that the SAPS develop into a community-oriented service that adopts a consultative approach to meet the safety and security needs of the community (Van Graan, 2005:55). The above statement means that for the SAPS to provide service to the community, the SAPS must first be transformed from the traditional way of policing to one that considers community inputs (Van Graan, 2005:55). Through community policing, the SAPS in Westonaria will become a service that is more accessible and acceptable by the community of Westonaria. Community members are also expected to collaborate with the police.

The safety and quality of life may only be possible through the implementation of community policing in all local police stations (Westonaria SAPS included) and the establishment of effective CPFs and Boards. Community policing is defined by Francis (2012:25) as a strategy to transform policing from its traditional repressive policing to community-based policing practices and ethos.

Van Graan (2005:54) states that community policing is an organisational strategy to improve the delivery of police service, brings the police closer to the community, and builds partnerships/relationships between the police and the community. Through community policing, there is a positive interaction between the police and the community (Van Graan, 2005:56). The objective of this research is to determine the factors that hinder the implementation of community policing in Westonaria, with the aim of supplying information to the SAPS and the community about strategies of improving these factors.

## **CHAPTER FOUR: CRIME PREVENTION ISSUES**

### **4.1 INTRODUCTION**

Crime causes fear, anger, and hatred in any society (Pheiffer, 2013: iv). Crime is one of the obstacles in improving the quality of life, and the authorities must take responsibility for community safety (Taye, 2011:79). It is important that the South African Police Service (SAPS) in Westonaria and other role-players form partnerships to develop strategies to fight crime in the Westonaria policing precinct.

The reduction of crime in Westonaria can have positive influences, such as job creation and economic growth in the community, whereas high crime rates reduce economic development and prevent the community from enjoying community safety. To reduce crime, the local community must engage in crime prevention programmes by means of an integrated approach by involving different stakeholders.

Crime prevention involves the application of multi-agency programmes aimed at the reduction of opportunities for crime problems (Pheiffer, 2013:14). The South African government launched the National Crime Prevention Strategy (NCPS) in 1996 (Smit et al., 2004:12). The NCPS aims at improving law enforcement by multi-departmental agencies to attend to the causes of crime. To achieve this, the community must take ownership, acknowledge that they must take responsibility for their own safety, as well as create an awareness of cohesiveness (Pheiffer, 2013:42).

The implementation of community; crime prevention initiatives in all sectors and sub-sectors of Westonaria may reduce crime opportunities. The following policies, legislations, and working documents were discussed in this chapter to determine whether the integrated strategies of the SAPS and the local community have an impact on the prevention of crime. These are – the Constitution of the Republic of South Africa (Act 108 of 1996) and the South African Police Service (Act 68 of 1995). As well as the National Crime Prevention Strategy of 1996, Community Safety Forums (CSFs) Policy of 2012, and the National Development Plan 2030.

## **4.2 CONTROVERSY OF PARTICIPATION**

“Participation means to take part, from generating ideas to planning, implementing, and evaluating” (Pheiffer, 2013:40). For crime prevention to be effective, the police, the Community Police Forum (CPF), Non-Governmental Organisations (NGOs), private security companies, and other government departments have to take part in policing, partnerships, and awareness. The following was elaborated on in this study, namely crime, policing, partnership, and community crime prevention.

### **4.2.1 Crime**

The current priority crimes reported in Westonaria are burglary houses, theft of motor vehicles, and theft of goods from motor vehicles (Westonaria South African Police Service Statistics, 2015). “Crime impacts on people’s lives” (Treadwell, 2013:07). Taye (2011:09) defines crime as emotional issues that cause insecurity about safety and security of individuals. Davies et al. (2010: 40) define crime as any act or omission that is prescribed by the criminal law and is punishable by the authority through the criminal justice process.

Although not all activities described by criminal law are regarded as crimes, certain communities may sometimes emphasise the seriousness of certain activities and disapprove of them. The concept of crime differs in terms of geography because what is regarded as a crime in one place may not be a crime in another place (Treadwell, 2013:09). Aspects of the concept of crime include behaviour that is in breach of legally prescribed rules, rules that are found in legislation passed by Parliament, or in decisions of the court, and there must be enforcement and criminal proceedings. The offender must be culpable and responsible for the crime that he or she has committed. An example of a non-culpable person is a person who is mentally ill and thus cannot be found responsible for the crime that he or she committed.

Crime is caused by the following three factors, the offender, potential victim, and the environment (Smit et al., 2004:74).

This study revealed that the community of Westonaria was not aware of the concept of crime aspects, as mentioned above by Smit and other authors (2004). This was found through observation by the researcher during interviews with community members. It was clear that the participants did not know what the concept of crime was. It was confirmed by community participants in question 4 of section three and 5 of section four. Some SAPS members affirmed that they do not attend meetings where crime is discussed regularly. This was established by feedback received on question 7 of section one and question 4 of section two (Attached marked Annexure A: Semi-structured interviews).

#### **4.2.2 Policing**

Mudau (2008:29) defines policing as that process of regulating safety, welfare, and morals of society. Policing is directed at the maintenance of order in conformity with the constitutional rights of individuals. Policing is a set of processes with specific social functions that is a requirement of social order (Smit et al., 2004:11). Policing is guided by a legal framework. The researcher agrees with Pheiffer (2013:15) that policing is not the responsibility of the SAPS alone. Other agencies are also responsible for policing, namely the Metropolitan Police, the South African Revenue Services, Immigration, and Private Securities etc.

According to Pheiffer (2013:15), policing is seen as an approach to community safety where there is a network of service providers interacting to ensure that the safety and security of communities are realised. The SAPS must consider the needs of the community in their daily duties. Policing can be effective if it is done in an integrated approach where responsibilities are shared by different agencies. This approach of integrations seems not to be followed in Westonaria.

#### **4.2.3 Partnership**

There must be partnerships between the police and the local community for crime prevention projects to be successful.

The Civilian Secretariat for the South African Police Service Act (Act 2 of 2011) also makes provision for the development of policing policy and building partnerships with communities and civil society. Crime prevention is a social matter that involves the entire community (Smit et al., 2004:80-81).

Crime prevention is a joint responsibility in which the government departments, NGOs, community-based organisations, and individuals must take responsibility. The interview schedule feedback from participants indicated that there is a lack of partnership with the police in Westonaria. It was verified by means of questions 6 and 7 of section three (Attached marked Annexure A: Semi-Structured interviews). Thirteen (13) participants were interviewed, only two of them could confirm that they have participated in partnership projects. The other eleven participants stated that they never participated in partnership projects. It therefore seems that partnership projects have no impact on community policing in the Westonaria policing precinct.

The researcher agrees with Pheiffer (2013:321) that communities need to take responsibility for their own safety. For a partnership to be successful, the relevant stakeholders must promote partnerships between the police, the local community (through the CPF), and the private sectors. The benefits of partnerships between the communities, the police, and private sectors must assist the police in crime prevention by increasing awareness campaigns, building trust, police visibility, and taking care of vulnerable people.

However, in the Westonaria policing precinct there is a lack of benefits because partnership is inadequate. “At the crux of partnerships involving law enforcement agencies is the belief that reducing crime and disorder require the coordinated, concentrated effort of individuals and organizations affected by and concerned with the problem” (Skogan, 2004:06). In partnership policing there must be active collaboration to bring joint ventures with the SAPS, CPF, other government institutions, Local Government, businesses, and NGOs to address policing needs (Pheiffer, 2013: 17).

Through partnerships, the skills and resources in the community are utilised for the benefit of all partners by reducing crime.

The SAPS and the local community of Westonaria have to ensure that there is an atmosphere where the community takes responsibility for their own safety by taking part in community partnerships relating to crime prevention. However, the skills and resources of the community are not properly utilised for the benefit of the community. Since, patrollers are not utilised in all sub-sectors, but only in the Central Business District (CBD), Hillshaven and Glenharvie. This was established through the researcher's observation as part of the researched group.

#### **4.2.4 Community crime prevention**

Community crime prevention involves the collaboration between the police and the community as a means of crime prevention (Mudau, 2008:27). The version of community crime prevention is neighbourhood watches, which started as vigilantism based on self-protection of the community. Its main emphasis is community awareness and a proactive measure on crime prevention. Community crime prevention is a strategy to reduce public fear of crime and is a means of developing local partnerships.

Community crime prevention was built on the objective that there must be collaboration between the police and the community organisations because the police cannot deal with the issue of crime without the assistance of the community (Skogan, 2004:06). When crime escalates, there is community disorganisation and the solution was to get neighbourhood residents to voluntarily be involved to fight crime.

This community crime prevention includes forming residents' patrols, neighbourhood watch groups, and mobilising local businesses against shoplifting. "Community policing is rooted in the law enforcement's dependence on public's eyes, ears, information and influence to exert social control" (Miller et al., 2014:79). The main activities of neighbourhood watches include, but are not limited to, identifying crime hotspots, doing observation duties for suspicious movements, finding solutions for crime problems, and establishing community patrols (Pheiffer, 2013:61-62).

In Gauteng Province, the Department of Community Safety has taken the lead in community crime prevention by establishing community patrols programmes. This is the researcher's observation as former head of visible policing in Westonaria SAPS and as the current visible policing coordinator of the West Rand Cluster. At station levels, community patrols programmes fall under the CPFs. To enhance community crime prevention, the police and the CPF must establish patrol groups at each sector and sub-sector.

Results from the analysis of data show that in Westonaria policing precinct, the community crime prevention is not effective because community patrollers are only operating during working hours from Monday to Friday, and they are only working in one sector, which is adjacent to the police station. The researcher knows this because he was part of this policing group as head of visible policing. This was also some of the sector managers' concern as noted in feedback on question 7 of section one (Attached marked Annexure A: Semi-Structured interviews).

Because crime has many causes, solutions to combat it must be multifaceted and cannot be reached by the police acting alone (Pheiffer, 2013:42). Community crime prevention has benefits for both the police and the community. It improves joint problem solving, it improves community education regarding crime prevention, it establishes community patrol programmes, and it educates the police regarding the initiatives for preventing crime in the local community.

### **4.3 POLICY FRAMEWORK**

Different policy documents and legislations govern partnership between the SAPS and other stakeholders. The following legislation and policy documents were discussed in this study: Constitution of the Republic of South Africa, 1996; South African Police Service Act (Act 68 of 1995); National Crime Prevention Strategy (NCPS) of 1996; Community Police Forums; and The National Development Plan 2030.

#### **4.3.1 The Constitution of the Republic of South Africa (Act 108 of 1996)**

The enactment of the new Constitution provided a framework for the establishment of the community structure (CPF), police accountability, and civilian oversight of the SAPS. In terms of Section 205 of the Constitution of the Republic of South Africa, 1996, the objectives of the SAPS are established as the following:

- To prevent, combat, and to investigate crime: The police are responsible for the above-mentioned function;
- To protect and secure the inhabitants of the Republic of South Africa and their properties; and
- To uphold and enforce the law: Should the police and the community not hold hands and fight crime, there will be no stability in Westonaria.

In terms of section 206 of the Constitution of the Republic of South Africa, 1996(b), the responsibilities of the Member of Executive Committee (MEC) for Community Safety are as follows:

- To monitor police conduct;
- To monitor the effectiveness and efficiency of the police service;
- To promote the good relations between the police and the community; and
- To see to it that there is police visibility in the province.

#### **4.3.2 The South African Police Service Act (Act 68 of 1995)**

According to Smit et al. (2004:12), the South African Police Service Act, Act 68 of 1995, provides for the establishment, organisation, regulation, and control of the South African Police. Chapter 5, Section 13 deals with the powers and duties of members of the SAPS.

It describes the objectives of the SAPS as follows:

- To ensure the safety and security of all persons and their properties: The function of the SAPS is to provide safety and security to the community and their properties. This can only be possible if there is effective cooperation between the police and the community through the establishment of partnership.

- To ensure cooperation between the SAPS and the communities it serves in combating crime. To be able to reduce the levels of crime, the SAPS and the local community of Westonaria must form partnerships through the establishment of the Community Police Forum. This may occur through cooperation by means of partnership projects between the community and the police. Although there is a CPF in Westonaria, partnership with the community is still lacking. It was verified by means of questions 6 and 7 of section three (Attached marked Annexure A: Semi-Structured interviews).
- To uphold and safeguard the rights of every person: If the SAPS of Westonaria are upholding and safeguarding the community, the objectives of the SAPS can be achieved; and
- To reflect respect of victims of crime: The SAPS must reflect and treat the local community in a dignified way. They must refrain from interviewing the victims of violent crimes, such as rape victims, in front of other people. The researcher's observation as part of the research revealed that sometimes the victims of violent crimes are interviewed in front of other people.

#### **4.3.3 The National Crime Prevention Strategy (NCPS) of 1996**

According to Smit et al. (2004:12), the NCPS was formulated in May 1996 as a new anti-crime strategy for safety and security in South Africa. This was a change in emphasis from the exclusive focus on law enforcement to include crime prevention. The NCPS is based on four pillars representing the criminal justice process, reducing crime through environmental design, public values and education, and trans-national crime. Through the NCPS, crime prevention in South Africa was recognised, as the key government priority (Pheiffer, 2013:42). The introduction of the NCPS is to focus on victims of crimes and taking cognisance of the fear of crime and actual crime patterns.

The NCPS made it possible for the various crime prevention programmes of government and other stakeholders to be coordinated. The main aims of the NCPS were to explain the following elements:

- The government, community, and private sector have to work together to reduce the rate of crime in South Africa. In this study, the SAPS in Westonaria, the local municipality, the local community, and other private sectors must form partnerships that are aimed at the reduction of crime in the local policing area.
- There should be improvement on operational and coordination among criminal justice departments concerning crime prevention. The SAPS in Westonaria, the department of justice, the department of correctional service, and other departments are supposed to be holding meetings on a monthly basis to discuss crime prevention issues in the Westonaria policing precinct.

The researcher can confirm that such meetings do take place in Westonaria, as he also attended these meetings. These attendees include the Station Commanders of SAPS Westonaria and Bekkersdal, the Detective commanders of Westonaria and Bekkersdal, the National Prosecuting Authority (NPA), the magistrates, and other departments as mentioned above (Westonaria SAPS, 2015:np). However, the crime prevention members are excluded from the justice and case-flow management meetings. Case-flow management meetings take place between the police, Correctional Service, NPA, Home Affairs, and other departments to discuss the challenges experienced by the departments.

Effective crime prevention strategies are to be designed and implemented to deal with different crimes. In the Westonaria policing precinct, the effective crime prevention strategies are lacking because the police are handling the crime prevention without the community, and therefore, the police do planning with incomplete information. It is verified by means of question 4 of section three (Attached marked Annexure A: Semi-Structured interviews).

- Involvement of civil society in crime prevention: The community must be involved in crime prevention and take responsibility for their safety. The situation in Westonaria is different because not all community members are involved. In section one question three; section two question three; section three question four and section four question two; some of the participants answered as follows:

- “There is no involvement of the community”; “I do not attend community meetings to discuss crime related issues because there are still problems within our structure”; “I once attended community meeting in 2014”; “Is not the whole community that participate in community policing issues because some of them do not know about community policing”; “challenges are communities who are not involved”; and “attendance of community to community meetings is very poor”.

The inter-ministerial committee comprising of the following ministers provided policy direction to lead programmes and to monitor progress. The Minister of Safety and Security, the Minister of Correctional Service, the Minister of Defence, the Minister of Justice and Constitutional Development, the Minister of Intelligence and Welfare should become involved (Pheiffer, 2013:42).

#### **4.3.4 Community Police Forums**

The year 1994 brought most changes in South Africa including changes in policing. A new Constitution and Bill of Rights were also introduced. The Constitution of the Republic of South Africa Act (Act 108 of 1996) was introduced. The Bill of Rights is found in Chapter two of the Constitution of the Republic of South Africa.

The old Police Act 7 of 1958 was reviewed, and a new Police Act (Act 68 of 1995) was passed. The Community Police Forums and Boards were established by sections 19 of the South African Police Service Act (Act 68 of 1995). In terms of this section, Provincial Commissioners are responsible to establish CPFs at police stations in the Province to assist the SAPS in the crime prevention initiatives.

The Provincial Commissioner may delegate this function to station commanders. It is then the responsibility of the station commander of SAPS Westonaria to establish the CPF. The SAPS and CPF must establish and maintain partnerships with the community for promoting joint problem identification and problem solving by both the police and the community (Roelofse, 2007:79). However, partnership between the police and the community is not fully established and maintained in the Westonaria policing precinct.

It was verified by means of question 4 of section 3 (Attached marked Annexure A: Semi-Structured interviews). The objectives of the CPFs include establishing and maintaining partnership between the police and the community, promoting communication and cooperation between the police and the community regarding policing, improving transparency and accountability in the SAPS, improving police-community relations, civilian oversight of policing at local level, and mobilise the community to take responsibility in the fight against crime (Department of Safety and Security, 1997:1-2).

The partnership has not been fully established. The relationship between the SAPS and local community needs to be strengthened. This was verified by question 3 of section one; question 5 of section two; questions 2, 6 and 7 of section three; and question 6 of section four (Attached marked Annexure A: Semi-Structured interviews). Pheiffer (2013:60) sees the objectives of CPFs as mobilisation of the community for awareness campaigns, identifying crime hotspots and crime patterns, communicating with the police regarding crime prevention issues, participate in anti-crime priorities and problem-solving, and take part in developing and planning social crime prevention projects.

There is a lack of awareness campaigns and joint identification of crime hotspots by both the SAPS and the local community of Westonaria because of ineffective partnerships. It was verified by means of question 6 of section three (Attached marked Annexure A: Semi-Structured interviews). The following can pose problems for the proper functioning of a CPF – To improve police-community relations and to do civilian oversight of the same police may cause a challenge of not getting information from the other party. As the former head of visible policing in the Westonaria SAPS, the researcher has found that Westonaria CPF is not part of the Community Safety Forum (CSF) in the Westonaria local municipality, and it is not clear if the CSF exists in this area.

This is clear because the representatives of the elected officials from the local government do not attend the CPF meetings except the traffic officials who sometimes attend, but the Member of the Mayoral Committee (MMC) for community safety does not attend the CPF meetings.

#### **4.3.5 The National Development Plan 2030**

The National Development Plan 2030 (of 2011) aims to ensure a decent standard of life for all South Africans by eliminating poverty and reducing inequality. Chapter 12 of the NDP talks about building safer communities. The elements of this decent standard of life that are identified in the NDP are as follows:

- Housing, water, electricity and sanitation: Through the implementation of the National Development Plan (NDP) 2030 by providing houses, water, electricity, and sanitation to the community of Westonaria, the crime and other social problems in Westonaria will be reduced.
- Safety and security: Through the implementation of the NDP 2030, it is expected that the safety and security of the community of Westonaria will be improved to assist in the reduction of crime in the Westonaria policing precinct. However, it is not clear if the NDP is implemented in Westonaria because the SAPS are not invited to take part in the Integrated Development Plan (IDP) meetings.
- Quality education and skills development: Should the National Development Plan 2030 be implemented in Westonaria, there will be provision of education and skills development of the community of Westonaria and it will be of assistance in the reduction of crime in the Westonaria policing precinct.
- Safety and reliable public transport: Should there be safe and reliable public transport, the incidence of people standing in the hiking spots, who become victims of rapes and robberies, will be reduced in the Westonaria policing precinct. As the former head of visible policing in the Westonaria policing precinct, the researcher experienced incidences of robberies at the N12/R28 roads where people hitchhike to different places.

#### **4.3.6 Community Safety Forums Policy 2012**

The Community Safety Forums Policy of 2012 is regulated by the Constitution of the Republic of South Africa (Act 108 of 1996), in terms of Chapter three in Section 41(1) (a) to (h).

The main objective of the Community Safety Forums (CSFs) is to coordinate, synergise and promote closer co-operation and integrated planning and budgeting between government departments on matters of community safety and security (Community Safety Forums Policy, 2012:14). The government departments, private sectors, and communities must take part in Community Safety Forums. The CSFs should be established at the local government level to coordinate the crime prevention activities by both the government and the Non-Governmental Organisations (NGOs) in the area (Pheiffer, 2013:63-64). If the CSF is established at the local municipality, the CPF members of that policing precinct must be members of the CSF.

Since the CPF will be part of the CSF, the community will have something to contribute to the prevention of crime. The NGOs that are responsible for crime prevention issues are also members of the CSF. In this study, the Westonaria local municipality is the suitable place for the coordination of the CSF in the Westonaria policing precinct. The functions of the Community Safety Forums as noted in South Africa (2012:14) are as follows:

- To create community initiatives and promote the development of communities by ensuring a safer environment and access to high quality services (Pheiffer, 2013:63). The community safety initiatives in the Westonaria policing precinct must take place at the offices of Westonaria local municipality, and the SAPS should be part of the CSF. The SAPS is not invited to form part of the Community Safety Forum in Westonaria. This was confirmed by sector managers and sector operational members in question 3 of section one and question 3 of section two.
- To coordinate efforts and mobilise people and resources towards a vision of community safety: The Community Safety Forum in Westonaria must mobilise the community against crime. However, the community of Westonaria is not properly mobilised, as the Community Safety Forum is not effective in Westonaria.
- To coordinate the planning and implementation of safety and security of residents: The community safety activities of the community of Westonaria must be planned with the SAPS, the Department of Community Safety, and security companies around Westonaria.

This is not happening because not all the community members participate in community policing issues. It was verified by means of question 4 of section three, question 3 of section one, question 3 of section two and question 2 of section four (Attached marked Annexure A: Semi-Structured interviews).

- To focus on social and environmental crime prevention: The community of Westonaria is ineffective when it comes to the initiation of social crime prevention issues in which all the community structures are involved. The lack of this initiation is the result of the ineffectiveness of the Community Safety Forum in the Westonaria policing precinct. This was confirmed by participants' feedback on questions 2 and 8 of section two, questions 2 and 7 of section one; and questions 4 and 10 of section three (Attached marked Annexure A: Semi-Structured interviews).
- To focus on activities addressing the root causes of crime: There is a lack of involvement by the community of Westonaria when it comes to crime prevention issues because of the non-existence of the coordination structure. This was established by responses on questions 3 and 5 of section four, question 2 of section one, questions 3 and 4 of section two (Attached marked Annexure A: Semi-Structured interviews).

The purpose of the Community Safety Forums is to target the root causes of particular types of crime at national, provincial and local level and inform government's social policies for crime prevention issues (Community Safety Forums Policy, 2012:13).

#### **4.3.7 The Civilian Secretariat of the South African Police Service Act (Act 2 of 2011)**

This Act provides for the building of partnerships with communities and civil society. Chapter 2 of this Act states that objectives of the Civilian Secretariat are to exercise civilian oversight over the police service, liaise and communicate with stakeholders and implement a partnership strategy to mobilise role-players and stakeholders to strengthen service delivery by the police service to ensure the safety and security of communities (South Africa, 2011:10).

The SAPS and the local community of Westonaria must build partnerships with other stakeholders to prevent crime and other social problems in the Westonaria policing precinct. Partnership between the police and the community is lacking in Westonaria. It was verified by means of questions 3, 4 and 7 of section three, (Attached marked Annexure A: Semi-Structured interviews).

#### **4.4 SUMMARY**

When the communities do not feel safe, fear crime, and are intimidated by the occurrence of crime, they go nowhere, but rather resort to the government to provide protection. Crime causes insecurity about safety and security in communities and must be prevented or reduced by the police, public and private sectors, NGOs, and the community at large. This may be possible if the police and other government departments work together towards developing crime prevention strategies. Crime prevention is the idea of prohibiting the increase of crime (Mudau, 2008:09); it is about stopping crime from happening. In trying to control crime, the authorities apply multi-agency programmes that are aimed at addressing the causes and opportunities for crime problems (Pheiffer, 2013:14).

Crime prevention is defined by Smit et al. (2004:75) define crime prevention as an attempt to eliminate criminal activities either before the crime is committed or before any further action takes place. The SAPS and the local community of Westonaria must include other government departments in addressing the causes of crime. To be able to control or reduce crime, authorities must consider the following concepts: crime, crime prevention, policing, partnerships, and community crime prevention. Through community crime prevention, there must be neighbourhood watches and community patrol groups who work on a voluntary basis and are working in the community of Westonaria.

This research revealed that a neighbourhood watch is not established in some of the sub-sectors in Westonaria. The current situation regarding neighbourhood watch is that it is still not yet fully implemented.

In the strategy to prevent crime, the South African government introduced the following legislation and policy documents: the National Crime Prevention Strategy (NCPS) of 1996; the South African Police Service Act (Act 68 of 1995); the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996); and Community Police Forums and Boards. This research found that the measures that can be applied to improve on the factors include training and the engagement on integrated approach.

## **CHAPTER FIVE: RESEARCH FINDINGS, ANALYSIS AND RECOMMENDATIONS**

### **5.1 INTRODUCTION**

This research was conducted because of the need to identify the factors that influence the implementation of community policing in the Westonaria policing precinct and come up with measures to rectify these inhibiting factors. In this study, the theoretical aspects of community policing were discussed and were used to compare the practical application of the community policing approach. The researcher agrees with Taye (2011:138) that to this end, an attempt has been made to identify some factors that influence the implementation of community policing.

The researcher has learnt from experience and from participants' responses that the South African Police Service (SAPS) and the local community in Westonaria have not complied with all the requirements for the proper implementation of community policing. An example of this non-compliance was discovered during the face-to-face interviews with the respondents. During these interviews, participants revealed that crime prevention projects do not take place. To tackle these shortcomings, the investigation aimed to determine the factors in the community and in the police that affect the implementation of community policing in the Westonaria policing precinct.

This is an empirical research which was based on observation and the experience of participants rather than pure logic. The open-ended questions during the semi-structured interviews prompt discussions, where participants could elaborate on their understanding of the topic and the researcher could observe their responses. The theoretical knowledge and understanding of the concept of community policing by both the police and community form the centre of this investigation. The researcher agrees with the author Duxita (1996:10) stating some of the recommendations include that capacity building be encouraged in the form of training for all Community Policing Forum (CPF) members. Through training, CPF and SAPS members are empowered to sustain community policing in their area.

The proposed recommendations will address the findings relating to the research questions and the outcomes of the semi-structured interviews.

## **5.2 RESEARCH FINDINGS**

The findings below were derived from the information obtained from the interviews conducted with the chosen samples and the consulted literature. The following primary findings are the findings that answer the main research question of this study.

### **5.2.1 Research question one: What does community policing entail?**

The researcher studied a range of literature through which he was provided with an operational definition of community policing. The above literature established that community policing is a philosophy, and at the same time, it is a policy aiming at achieving effective and efficient crime control, as well as reducing the fear of crime. The local community can have a greater share in decision-making related to community safety.

Although most police officers could define community policing, the local community and some police members have a lack of conceptual understanding and knowledge of community policing. This was evident from the responses during face-to-face interviews. Answers to the question “Can you please tell me what you understand by the concept community policing?” The responses from the police included:

- *Community policing provides service to the community;*
- *Community policing is policing that is closest to the community;*
- *Community policing involves the police, Community Police Forum (CPF), and the community to prevent crime in a specific area; and*
- *Community policing happens when a group of community members work together with the police to prevent and discuss crime issues in the area.*

These are evident from the question 1 of sections two and three (Attached marked Annexure A: Semi-Structured interview). The community members’ responses include the following:

- *“It is a meeting of police and community.”*

- “*I do not know.*”
- “*It is police, community and service.*”
- “*Community policing is residence and is a procedure, which must be followed when comes to laws.*”

Above feedback are evident from question 1 of sections three and four (Attached marked Annexure A: Semi-Structured interviews). In conclusion, not all participants defined the concept of ‘community policing’ in terms of its philosophical viewpoint that is supported by literature. The lack of conceptual understanding of community policing is the result of insufficient training to the police members and local community of Westonaria.

### **5.2.2 Research question two: How effective is community policing in Westonaria?**

The majority of participants responded on the ineffectiveness of community policing as revealed in question 2 of sections one and two, question 8 of section two, question 10 of section three; and question 8 of section four (Attached marked Annexure A: Semi-Structured interviews). Only three participants, a sector crime forum member, a sector manager and a CPF member responded that community policing is effective. The participants responses include the following:

- “*Politics is contributing to the effectiveness of community policing because a member of certain political party may feel not comfortable in community meeting.*”
- “*It is not effective because of the resources and recruitment of community patrollers and neighbourhood watch.*”
- “*People are not interested in community participation in community policing.*”
- “*Effective because we know the community that we work with.*”
- “*It is fair, it is working because each sector has its sector members who give information to the police.*”
- “*Not effective in sector one*”
- “*Is effective because we have communication*”
- “*Not effective because community members are negative towards CPF*”
- “*Not effective because people do not attend meetings*”

The feedback from the participants show that community policing in Westonaria are inefficient. The findings reveal that there is a lack of cooperation between stakeholders which obstruct effective community policing. Trust between partners is the cornerstone of a healthy relationship and mistrust are evident in Westonaria.

### **5.2.3 Research question three: What are the factors that hinder the implementation of community policing?**

A number of factors that hinder the implementation of community policing in Westonaria have been identified in this study. These factors influence the police as well as the community. They are:

- Lack of training and education:

This study disclosed the lack of training and education with regard to community policing. It was evident from answers received on question 8 of section one; question 9 of section two; question 11 of section three and question 9 of section four (Attached marked Annexure A: Semi-Structured interviews).

- Lack of conceptual or theoretical understanding of community policing:

Some of the police members could not define the concept of community policing. These are some of their responses on question 1 of sections one and two:

- “*Community policing is to patrol around the sector and to attend complaints from the Community Service Centre (CSC) and control room and to patrol hotspots.*”
- “*Community policing is to help community people with complaints and to patrol in the sector.*”
- “*Community policing is the community and the police.*”

Many participants from the community could also not define community policing. This was evident from their answers on question 1 of sections three and four, as discussed under 3.10.1.1 of this study.

- Lack of participation in community policing issues by the community:

This study revealed that there is a lack of participation to community policing issues. This was evident from question 7 of section one; question 5 of section two; questions 2 and 4 of section three and question 4 of section four (Attached marked Annexure A: Semi-Structured interviews).

#### **5.2.4 Research question four: Which measures can be applied to strengthen the relationship between the SAPS and the community?**

The following measures were identified by participants to strengthen the relationship between the SAPS and the community:

- Training of SAPS and the community (through CPF) on community policing issues. This was verified by responses on question 8 of section one, 9 of section two, 11 of section three and 9 of section four. In all these questions, participants answered that training is needed for both the police and the community.
- Encouraging the community to provide crime related information to the police.
- Encourage the community to participate in community policing by attending Community Police Forums and other meetings, for example – neighbour neighbourhood watch meetings etc. Responses to question 7 of section one; question3 of section two; question 10 of section three and question 3 of section four indicated that not all community members attend CPF meetings.
- Ensuring that police account to the community about the problematic crimes in the area. They should give regular feedback or updates to the community about crime. Responses to question 7 of section one; 4 of section two and question 5 of section four are evidence that participants did not attended community meetings where crime was discussed.

Some participants responses include the following:

- *“Community If there can be community meeting by the CPF Executive and the police to explain to the community how does community policing work.”*

- “*Police and CPF must do door to door to find out from the community where are the problems and thereafter we call community meeting.*”
- “*By holding meetings with the police officials.*”
- “*Police management must answer the community about questions of crime in community meeting.*”

Responses to question 3 of section four indicate that not all community members attend CPF meetings and by ensuring that police account to the community about the problematic crimes in the area. Responses to question 4 of section two are evidence that police are not giving feedback regularly to the community about crime. Some SAPS members responses were that they have not attended community meetings where crime is discussed. This study discloses the importance of regular interactions between all stakeholders to enhance effective community policing and crime prevention as discussed above in chapters three and four.

### **5.3 RECOMMENDATIONS**

Emanating out of the findings of this research the following recommendations are made:

#### **5.3.1 Research question one: What does community policing entail?**

The researcher recommends that regular training be provided to the police and the community for a proper understanding of the operational definition of the concept of community policing.

#### **5.3.2 Research question two: How effective is community policing in Westonaria?**

To ensure effective community policing, there must be active collaboration between all role-players. The researcher recommends that continues workshops are held between the community and the police that is aimed at addressing the root causes of crime. Additional resources and recruitment must be a standing point of discussion on monthly CPF meetings.

Regular seminars are vital where various legislation regarding community policing are discussed, especially policies that govern the implementation of community policing, such as the Constitution of the Republic of South Africa, Act 108 of 1996, South African Police Service Act (Act 68 of 1995); Framework for Community Policing Policy, 1997; the National Development Plan 2030; the Civilian Secretariat of the South African Police Service Act (Act 2 of 2011) and White Paper on Safety and Security, 1998 etc.

### **5.3.3 Research question three: What are the factors that hinder the implementation of community policing?**

It is recommended that the factors which hinder the implementation of community policing be identified and dealt with. The factors that was identified by the participants in this study are as follows: lack of training and education; lack of communication between all stakeholders and lack of understanding the concept of community policing and its legislation.

### **5.3.4 Research question four: Which measures can be applied to strengthen the relationship between the SAPS and the community?**

It is recommended that the following measures are applied to strengthen the relationship between the SAPS and the community in Westonaria — Regular integrated workshops and seminars on community policing; and crime prevention must be implemented for the SAPS and the community (through CPF). It is vital that the police inform the local community on reported crimes and crime prevention strategies to decrease crime; establish a community safety forum; encourage the community to provide crime related information to the police; motivate the community and police members who reside in Westonaria to participate in community policing by attending Community Police Forums and other meetings.

**General recommendations** – The SAPS and the local community in Westonaria must work together to fight crime and other social problems.

The fight against crime can only be successful if the police, community, local government, business owners, and private and public sectors work in an integrated approach to make the communities safer. This will only be possible if proper training and educational programmes are provided to stakeholders.

**Recommendation for future research** – This study further recommends that partnership with other stakeholders be initiated to promote basic crime prevention strategies. Above all, community policing in Westonaria policing precinct must be properly implemented through consultation with other law enforcement agencies, the Department of Community Safety, and local government. The researcher further recommends that the police must account to the community about the high crime rate in the local area.

#### **5.4 CONCLUSION**

In this study, the researcher established that community policing is the only way of bringing the police closer to the community they serve (Taye, 2011:60). The police need the support of the community, and the community needs the police to have peace and order. Some of the factors that hinder the implementation of community policing are lack of trust between the police and the community, lack of communication, lack of participation, community-related activities, and lack of training.

Partnerships between the police, community, civil society, and other government departments are an important mechanism to build effective and efficient relationships in order to enable all parties to solve crime and other social problems. It is hoped that if carefully read and properly implemented, this research project will empower both the police, as well as the community in Westonaria and surrounding police stations with the knowledge of implementing community policing. The SAPS of Westonaria on its own cannot ensure that these recommendations are implemented. Other offices and departments, such as local government, the Department of Community Safety, civil society, and security companies around Westonaria should also be involved to improve the rendering of police service.

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## **APPENDICES**

### **APPENDIX A: INFORMATION AND CONSENT FORM**

**TITLE: AN EVALUATION OF THE IMPLEMENTATION OF COMMUNITY POLICING IN WESTONARIA**

You are invited to participate in a research project being conducted by Mr Albert Netshitangani towards a Master of Arts degree in Criminal Justice and assisted by the Department of Police Practice, University of South Africa. The broad aim of this study is to explore measures that can be applied to improve the inhibiting factors in implementing community policing in Westonaria policing precinct. This study attempts to determine if community policing in Westonaria is effective in preventing crime and upon the findings emanating from this study, the researcher will provide recommendations for improvements.

The researcher is aware of time constraints and your busy schedules, and therefore, he would like to thank you for your participation in this study. Permission to conduct this research project has been requested from the SAPS Provincial Commissioner of Gauteng and it was granted. You are under no obligation to complete the interview schedule. However, your contribution to this study is of crucial importance. Your anonymity will be guaranteed and your name is not required. The researcher also wants to inform you that there are no sponsors in this study.

All information you provide will be treated confidentially. Your participation is voluntarily, you can withdraw from the interview anytime, and you will not be penalised. During the interview, you may feel discomfort with the research questions and sometimes feel vulnerable. This study will be most helpful to the community at large, the Westonaria community in particular, and to the SAPS in general. If you have any questions about this research, you may contact Mr Albert Netshitangani at 0825895624. It is recommended that you detach and keep this form for future reference.

If you are interested in the findings of this study, please feel free to contact Mr Albert Netshitangani on the mentioned telephone number to provide you with the summary.

The results of this research project will be disseminated to the University of South Africa and a copy will be donated to the South African Police Service in the form of dissertation. I would like to know if you understand the contents of this informed consent form and the main purpose of conducting this study.

If you understand, are you now giving me permission to continue with the interview questions regarding this research project? However, before I proceed, I would like to inform you that I am guided in all matters of this study by the University of South Africa (UNISA) Policy on Research Ethics. The study leader of this study is Dr DC Pheiffer. She can be contacted for research related inquiries at [pheifdc@unisa.ac.za](mailto:pheifdc@unisa.ac.za)/[021-8079011](tel:021-8079011).

As an indication that you have given consent to participate in this research, please sign this form. I would also like to inform you that you are not obliged to sign this informed consent form. I also want to inform you that interviews will be tape-recorded. If you agree to be recorded, you may append your second signature to confirm that you gave consent to be recorded. But if you do not want to be recorded, you are not obliged to sign on the space of consent to be recorded.

---

Participant consent to participate

---

Participant consent to be recorded

---

Date

## **ANNEXURE A**

### **SEMI-STRUCTURED INTERVIEWS**

I am Albert Netshitangani, a Masters student at the University of South Africa. The aim of this study is to evaluate the implementation of community policing in Westonaria. This study will help the researcher to determine the factors that hinder the implementation of community policing in Westonaria and to find measures for the improvement of the inhibiting factors. The interview will only take 20 minutes of your time.

The researcher has already informed participant of his/her voluntary participation and that all the information will be treated as confidential. This information is included in the information and consent form. The anonymity of participant is guaranteed as his/her name will not be mentioned. The fact that permission to conduct research was given by the SAPS has also been explained to the participant.

#### **SECTION ONE: INTERVIEW SCHEDULE FOR SECTOR MANAGERS**

1. Can you please tell me what you understand by the concept “Community policing”?
2. How effective is community policing in your sector?
3. What challenges do you experience in your sector concerning the implementation of community policing?
4. What is being done to address the above challenges?
5. What role does the CPF executive play in the effective operation in your sector?
6. What roles do Sector Crime Forum members play in the effective operation in your sector?
7. What else can you say about the effectiveness/ineffectiveness of the Sector Crime Forum in your sector?

8. Do you think there is sufficient training for the police and CPF members with regard to community policing?

It has been a privilege to talk with you about community policing. Your time is much appreciated.

## **SECTION TWO: INTERVIEW SCHEDULE FOR SECTOR OPERATIONAL MEMBERS**

1. Can you please tell me what you understand by the concept “Community policing”?
2. How effective is community policing in your sector?
3. What challenges do you experience concerning community policing in your sector?
4. Have you ever attended a community meeting where the issue of crime was being discussed?
5. Can you explain the role of the CPF in the effective operation of community policing in your sector?
6. Do you know something about the Sector Crime Forum (SCF)?
7. How effective is the SCF in your sector?
8. What else can you say about effectiveness/ineffectiveness of community policing in your sector?
9. Do you think there is sufficient training for the police and CPF members about community policing?

It has been a privilege to talk with you about community policing. Your time is much appreciated.

### SECTION THREE: INTERVIEW SCHEDULE FOR CHAIRPERSON AND MEMBERS OF CPF EXECUTIVE

1. Can you please tell me what you understand by the concept “Community policing”?
2. Are you able to explain the relationship between the community and the police?
3. Does the implementation of community policing bring any changes in relation to partnership policing?
4. Does the whole community participate in community policing issues?
5. How often do you hold community meetings with the station management and other role players in the community?
6. How many partnership projects have you been involved in since you were elected as a chairperson or as a member of the CPF?
7. According to your observation, did partnership projects bring any positive impact to community policing?
8. Do you know who the CPF coordinator is?
9. How effective is the communication like among the CPF members, the community as a whole and the police? This includes station management, sector managers, sector operational members and the CPF coordinator?
10. What else can you tell me about the effectiveness/ineffectiveness of community policing in Westonaria?
11. Do you think there is sufficient training for the police and CPF members with regard to community policing?

It has been a privilege to talk with you about community policing. Your time is much appreciated.

## SECTION FOUR: INTERVIEW SCHEDULE FOR SECTOR CRIME FORUM MEMBERS

1. Can you please tell me what you understand by the concept “Community policing”?
2. How often do you attend community meetings to discuss crime related issues?
3. Do community members attend CPF meetings?
4. What challenges have you experienced in the implementation of community policing in your sector?
5. Is there a reduction of crime in your sector as a result of the implementation of community policing?
6. How can community policing be improved in your sector?
7. Are there any benefits that you can share as a result of the implementation of community policing or as a member of the CPF in your sector?
8. Is there anything else you can tell me about community policing?
9. Do you think there is sufficient training for the police and CPF members with regard to community policing?

It has been a privilege to talk with you about community policing. Your time is much appreciated.

## APPENDIX B: UNISA RESEARCH APPROVAL LETTER



### COLLEGE OF LAW RESEARCH ETHICS REVIEW COMMITTEE

Date: 04-03-2016

Reference: ST 3

Applicant: N. A. Netshitangani

Dear N. A. Netshitangani

#### DECISION: ETHICS APPROVAL

Name	N. A. Netshitangani
Proposal	An evaluation of the implementation of community policing in Westonaria
Qualification	MA

Thank you for the application for research ethics clearance by the College of Law Research Ethics Review Committee for the above mentioned research. Final approval is granted.

*The application was reviewed in compliance with the Unisa Policy on Research Ethics.*

*The proposed research may now commence with the proviso that:*

1. *The researcher will ensure that the research project adheres to the values and principles expressed in the Unisa Policy on Research Ethics which can be found at the following website:*  
  
*[http://www.unisa.ac.za/cmsys/staff/contents/departments/res\\_policies/docs/Policy\\_Research%20Ethics\\_rev%20app%20Council\\_22.06.2012.pdf](http://www.unisa.ac.za/cmsys/staff/contents/departments/res_policies/docs/Policy_Research%20Ethics_rev%20app%20Council_22.06.2012.pdf)*
2. *Any adverse circumstances arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the College of Law Ethical Review Committee.*



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[www.unisa.ac.za](http://www.unisa.ac.za)

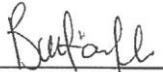
*An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants*

3. *The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.*

*Note:*

*The reference number (top right corner of this communique) should be clearly indicated on all forms of communication (e.g. Webmail, E-mail messages, letters) with the intended research participants, as well as with the URERC.*

Kind regards

  
\_\_\_\_\_  
PROF B W HAEFELE  
CHAIR PERSON: RESEARCH ETHICS  
REVIEW COMMITTEE  
COLLEGE OF LAW

  
\_\_\_\_\_  
PROF R SONGCA  
EXECUTIVE DEAN:  
COLLEGE OF LAW

## APPENDIX C: SAPS RESEARCH APPROVAL

1. By direction of the Provincial Head: Organisational Development and Strategic Management kindly find a letter of approval to Conduct research of Colonel Netshitangani for your attention.
2. The researcher will be conduct his studies on t “ An evaluation of the implementation of community policing in Westonaria.
3. The study is approved in compliance with the N/I 1/2006. A Period 12 (Twelve months) had been granted for the completion of the studies.
4. The Cluster CIC is to assist the researcher with all the necessities to ensure completion of the studies.
5. It is also expected for the researcher to forward the findings or outcome of the studies upon completion.

Respectfully

*SAC Linda Ladzani*  
Provincial Head Office: Organizational Development and Strategic Management

 011 274 7529

 011 547 9189

Internal: GP: Prov. Strat Research - Ladzani  
External: [Ladzanim@saps.org.za](mailto:Ladzanim@saps.org.za)



“I call hope my “pilot light” because I know that, without it, we truly cease to exist” ..... Vickie Girard

## APPENDIX D: TURNITIN DIGITAL RECEIPT

9/17/2016 Turnitin

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