

THE IMPLEMENTATION OF SECTOR POLICING IN THE LIMPOPO  
PROVINCE

BY

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THE IMPLEMENTATION OF SECTOR POLICING IN THE LIMPOPO  
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I declare that the Master of Arts dissertation:

“The implementation of sector policing in the Limpopo Province” is my own work and that all the resources that I have used or quoted have been indicated and acknowledged by means of complete references.

SIGNATURE.....DATE.....

(MR M. E. MUDAU)

## DEDICATION

This work is dedicated to my mother Mudau Tshinakaho and sisters, to my family, friends and relatives, to my dear wife Mudau Milingoni and loving children, Pfarelo, Nduvho, Mulamuleli, Pfariso, Phuluso, Phindulo and Ndivhuwo.

May this be a reminder that proper education leads to emancipation and that hard work and perseverance are outlets to success.

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## SUMMARY

The aim of this research was to establish whether sector policing had been integrated in the SAPS in the Limpopo Province, and to supply information to the SAPS and community members that may improve their ability to implement sector policing. The research question “How members in the Limpopo Province perceive sector policing” is investigated in this research.

A literature study on sector policing was completed and thereafter a questionnaire was developed. An empirical study was done by questionnaire on the status of sector policing in the SAPS in the Limpopo Province during March, April, May and June 2008. The sample involved 333 police and community members were used in the analysis.

The key terms include the following:

Sector policing, Geographical policing, Zonal policing, Area-based policing, Neighbourhood policing, Consensus policing, Problem-oriented approach, community-oriented policing, Sector team policing, Community-partnership policing and policing by consent.

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## CHAPTER 1

### INTRODUCTION AND RESEARCH METHODOLOGY

#### 1.1 GENERAL BACKGROUND

Sector policing is a British-based policing model that can be traced back to the previous decade. Sector policing adopts a more decentralized approach compared to traditional policing. It is a service enhancement strategy intended to address the root causes of crime at specific geographical locations, in partnership with particular communities. Therefore, sector policing can be seen as an approach that seeks to tailor-make policing responses to suit specific local needs. One of the main aims of sector policing is to improve response time when crimes are in progress (Jupp, 1992:55).

Although sector policing has only recently become more of a feature, the idea behind this strategy was mentioned in the Minister of Safety and Security Draft Policy Document 1994. The former Minister of Safety and Security, Mr. Sidney Mufamadi, referred to community police officers with an intimate knowledge of a particular area and its problems as a main operational unit of a lean and efficient police organization (Maroga, 2003:13).

In 1996, sector policing was briefly mentioned in the National Crime Prevention Strategy (NCPS) as an operational strategy to address violence associated with inter-group conflict in Kwazulu-Natal. In this case, the term sector policing was not specifically defined, but rather used to describe the deployment of police officers to specifically affected areas (Dixon, 2000:20).

The term sector policing again made an appearance in the 1998 *White Paper on Safety and Security* where it was defined as the division of areas into

smaller managerial sectors and the assigning of police officers to these areas on a full time basis (Department of Safety and Security, 1998:17). These police officers regularly patrol their own sectors and are able to identify problems and seek appropriate solutions. The SAPS has encouraged sector commanders to take ownership of their sectors. Sector policing encourages constant contact with members of the local communities. This is in line with Sir Robert Peel's "bobby on the beat" principle where the police are not strangers "enforcing the law upon strangers".

During his budget speech in June 2001, the former Minister of Safety and Security, Mr. Charles Nqakula said, "I want to get quickly to the point where we must introduce effective policing in clearly demarcated sectors. The police who will be deployed in the new crime sector will be visible, highly mobile and proactive in nature" (Ndlalose, 2004:41).

Against this background, it is evident that sector policing is designed to effectively impact crime. This research documents the progress and implementation of the sector policing in Limpopo Province, South Africa.

In the rest of this chapter, the relevant methodological foundations of this research will be described. These foundations include, amongst other things, the aims and objectives, the hypotheses, the relevance of the research, data-collection techniques and demarcation of research. The research rationale is described first.

## 1.2 RESEARCH RATIONALE

In order for the SAPS to function effectively and efficiently, it is necessary for the SAPS and the community to have a sound relationship. It is therefore the purpose of both parties to sustain that relationship. Consequently, the research question to be investigated is, "How do members of the SAPS and the community in the Limpopo Province perceive and prefer sector policing?"

Besides the lack of research on sector policing in South Africa, the research rationale's focus was aimed at answering the research question to access,

expose and highlight the following:

- the effective and efficient rendering of the sector policing at all police stations
- the different perceptions regarding the implementation of sector policing at stations
- the views of both the police and the community on the concept of sector policing
- the contribution, both intellectually and academically, to the field of Police Science
- the perceptions about the management of sector policing
- the present status of the Sector Crime Forums (SCF), and
- the lack of involvement of police officials in policing sectors.

### 1.3 OBJECTIVES OF RESEARCH

According to Mouton, Marais and Prinsloo, (1990:14), the objectives of research can be descriptive, explanatory and predicative with a view to exercising control over the object being studied.

According to Sharp and Howard (1996:12), the purpose of a research project is to review existing knowledge, to describe the situation or problem, to consult something novel and to explain the research phenomenon. This study was undertaken primarily on the descriptive level of research:

- to assess and describe to what extent sector policing has been incorporated in the SAPS in the Limpopo Province
- to establish whether the police officials know what sector policing is and to what extent they support the philosophy of sector policing
- to obtain views or opinions from both the police officials and the community pertaining to the research focus area
- to highlight the fact that the implementation of sector policing is the responsibility of the police officials and the community
- to also research reports on attitudes, knowledge and opinions of active police officials with regard to selected elements of sector policing

relevant to the Limpopo Province, and

- to describe and explain the presence of sector policing as a style of policing.

#### 1.4 AIMS OF THE RESEARCH

The main aim of this research is to describe sector policing with special reference to the views of the police of the four Policing Districts of Limpopo Province, South Africa. The aim is also to provide the communities and police officials with guidelines for the effective implementation of sector policing as a means of ensuring quality policing. The argument of the research is that such insights might improve the successful implementation of sector policing and it will also improve the relationships between the community and the police in the Limpopo Province. Other aims of the research were:

- to improve community involvement and consultation in policing activities
- to improve communication between the police and the community
- to determine why police-community relations are important
- to indicate why police management should be concerned about sector policing
- to supply information to managers that may improve their ability to implement sector policing
- to broaden knowledge and insight of sector policing activities and its principles amongst members of the South African Police Service, and
- to generate hypotheses for further research on sector policing.

Based on the aims and objectives, various hypotheses were developed for verification or testing in this research.

#### 1.5 RESEARCH HYPOTHESIS

A hypothesis is an interpretation of an event that leads to an action, or a tentative assumption or theory made in order to examine or test its logic or real world outcomes. Therefore, a hypothesis is defined as a statement that

suggests a relationship between two or more phenomena or variables (Mouton et al., 1990:134). In general terms, a hypothesis may be described as the suppositions, expectations or statements concerning anticipated results (Mouton et al., 1990:157).

Hypotheses are formulated mainly because social scientists are sceptical about their own work. Therefore, they distinguish between the null hypotheses ( $H_0$ ) and the alternative hypotheses ( $H_a$ ). The null hypothesis is set up to be nullified or refuted. However, it is assumed to be correct until statistical evidence in the form of a hypothesis test, refutes or nullifies it (by some pre-determined margin like 95% to 99%) indicating that the data does not support the hypothesis (Anon, 2008:1). Hypotheses in the social sciences always suggest a relation between two variables (like age causes baldness).

For the purposes of this research, the following hypotheses have been formulated:

#### Hypothesis 1

$H_0$ : Gender does not impact the views on sector policing.

$H_a$ : Gender does impact the views on sector policing.

#### Hypothesis 2

$H_0$ : Educational qualification does not impact the views on sector policing.

$H_a$ : Educational qualification does impact the views on sector policing.

#### Hypothesis 3

$H_0$ : Years of service do not impact the views on sector policing.

$H_a$ : Years of service do impact the views on sector policing.

#### Hypothesis 4

$H_0$ : Police District does not impact the views on sector policing.

$H_a$ : Police District does impact the views on sector policing.

### Hypothesis 5

Ho: Language group does not impact the views on sector policing.

Ha: Language does impact the views on sector policing.

### Hypothesis 6

Ho: Rank does not impact the views on sector policing

Ha: Rank impacts the views on sector policing

### Hypothesis 7

Ho: Marital status does not impact the views on sector policing

Ha: Marital status impacts the views on sector policing

### Hypothesis 8

Ho: Being a sector commander does not impact on sector policing

Ha: Being a sector commander impacts the views on sector policing

Based on the hypotheses, and the aims and objectives, the relevance of this research will be highlighted next.

## 1.6 RELEVANCE OF THE STUDY

In the first place, the relevance of this research is linked to Section 215 of the Constitution of South Africa (in accordance with section 19, 20 and 21) that states that the SAPS shall establish and maintain a partnership with the community, promote communication between the SAPS and the community, as well as promote co-operation between the SAPS and the community with reference to the needs of the community regarding policing (The Constitution, 1996).

In the second place, it examines the attitudes of members of the SAPS in the Limpopo Province concerning sector policing. Although many studies have been provided, the relevance of this study to society is to create an

awareness of the existence of sector policing. Sector policing encompasses the building of bridges between the community and the police. The community and the police should share a common understanding and vision of how they are going to tackle the problem of crime in South Africa (*South African Police Service Act, no. 68, 1995:19*).

In the third place, this research focused on crime prevention mechanisms, as detailed questions relating to sector policing and Sector Crime Forums were included in the study. Therefore, structured questions were developed pertaining to the implementation of sector policing as a policing style. It is also believed that this study will propel further research on sector policing in other provinces of South Africa.

The fourth aspect of the relevance of this research is linked to the *Government Gazette*, 4 October 1995, and the *South African Police Service Act, no. 68, 1995*, which stipulates that the South African Police Service must liaise with the community to ensure partnership and communication. It is therefore relevant and essential that co-operation is established between the police and the community in the field of policing. The researcher was of the opinion that the study was needed regarding the role of sector policing in the police, especially in the South African Police Service. The thought of this study was to recognize sector policing as a major contributor to crime prevention by the police and it was an attempt to examine the integration of sector policing into the SAPS of Limpopo Province.

In the fifth place, it can be mentioned that this style of policing has emerged globally to keep up with developments in democratic societies. Since 1991, the concept sector policing has become known in the South African Police Service and it became a policing strategy in South Africa in 2001. The concept generally refers to increased accountability and co-operation between the police and the residents (Marks, 1996:10). According to the *South African Police Service Act, no. 68, 1995*, the police in South Africa must become service-oriented. This implies that sector policing must be incorporated into the police service. However, although there is much talk about sector policing, many police officials are still unsure as to what it really means. This research

can contribute to minimizing this lack of knowledge.

In the sixth place, sector policing must be seen as an enabling mechanism which organizes and mobilizes individuals within communities to establish a driving force on which the philosophy of sector policing is based. It is identified as a policing priority in South Africa because it supports the Service Delivery Improvement Programme or *Batho Pele* principle which is aimed at providing a more effective and person-centred service to the community (Maroga, 2004:6).

Lastly, there are different interpretations and implementations of the concept of sector policing internationally. According to the British model, sector policing forms an integrated part of community policing. It is seen as a demonstration of the presence of the police in the community with the responsibility of creating and maintaining close links with the public and developing a policing system to meet the specific needs of the local community (Friedman & Fourie, 1996:35). In the USA, sector policing entails delegating responsibility for essentially all police services in a given neighbourhood to a team of police officials who are seldom re-assigned. The major objectives are to reduce crimes and to improve police-community relations (Dixon, 2000:34).

In the next section, the research methods will be highlighted.

## 1.7 RESEARCH METHODOLOGY

According to Strauss and Corbin (1990:19), research is a way of planning, verifying and systematizing action that serves the scientific fraternity. These research methods are important in an investigation because through their use they realize the phases of the research process, which include the collection of data, systematization, processing and explanation (Bryman, 2001:62). Research methodology aims at the following aspects (McNeill, 1992:19):

- study of research procedure and setting of standards
- facilitating the task of the researcher in the formulation of objectives



- clarification of terms, explanation of research procedure, and
- systematization of empirical findings and writing of the research report.

As the methodological point of departure, the quantitative method was followed.

The researcher was convinced that this approach was the best to capture the wide-ranging opinions of police officials working and residing in the Limpopo Province on issues relating to sector policing (Joubert & Grobbelaar, 1998:5). For this purpose, a structured questionnaire was designed. Forty-five (45) close-ended questions were formulated. Close-ended questions are those that have only one correct answer or a brief one or two-word response. Quantitatively speaking, the reason is to enable the researcher to solicit as many responses from as many respondents as possible. Quantitative research is described broadly by Bryman (2001:62) as:

- entailing the collection of numerical data
- exhibiting a view of the relationship between theory and research as deductive
- having a predilection for natural science approach and of positivism in particular, and
- having an objectivist conception of social reality.

Quantitative research seeks explanations and data productions that can be generalized to other populations. It is often used in descriptive or explanatory research whereby a researcher asks people questions in a written questionnaire. The advantage is that the researcher cannot manipulate the situation because people simply answer the questions (Neumann, 1997:34). The disadvantage of this approach is that it allows too little room for respondents to voice their opinions about particular issues. To attain the aims and objectives of this research, it was not thought necessary to include any open-ended questions.

## 1.8 DATA COLLECTION METHODS

In this research, basically two scientific methods were employed, namely, literature study and the survey method.

### 1.8.1 Literature Review

A literature review is based on the assumption that knowledge accumulates and that we learn from and build on what others have done. Neuman (1997:446) identified four goals of a literature review:

- to show the path of prior research and show that a current project is linked to it
- to demonstrate familiarity with a body of knowledge and establish credibility
- to summarize what is known in the area, and
- to learn from others and stimulate new ideas.

Literature research employs different sources.

#### 1.8.1.1 Primary sources

The researcher mainly consulted the following primary sources:

- *South Africa Police Service Act, 1995*
- *South Africa Police Service Journal* vol. No. 1, 2003
- *South Africa Police Service Journal* vol. No. 2, 2004
- *Constitution of the Republic of South Africa, 1996*
- *National Crime Combating Strategy (NCCS), 2000*
- *National Crime Prevention Strategy (NCPS), 1996*

- *White Paper on Safety and Security, 1999-2004*
- *Draft National Instruction on South African Police Reserve, 1/2002*
- *Policing Priorities and Objectives of South African Police Service, 1998/1999*
- *Policing Priorities and Objectives of South African Police Service, 1999/2000*
- *Community Policing Policy Framework and Guidelines, 1997*

#### 1.8.1.2 Secondary sources

The researcher also studied a wide range of textbooks; mainly those relating to policing and sector policing were consulted. Furthermore, a number of newspapers, articles and police magazines containing prominent newsworthy reports regarding sector policing were also consulted. This helped the researcher to understand the phenomenon of sector policing as a style of policing. The researcher also kept himself abreast of sector policing issues by reading the following:

- articles published in *Servamus* (policing magazine)
- collection of speeches on sector policing, and
- the discussion documents on sector policing.

#### 1.8.2 Survey Methods

The survey consisted of asking questions of a representative cross-section of the population at a single point in time. Survey techniques usually consist of observation studies, exploratory studies, and descriptive studies. In this project, the researcher used descriptive and explorative studies.

### 1.8.2.1 Descriptive studies

A detailed description of the phenomenon (sector policing) under investigation is given with information derived from primary and secondary sources and obvious the collected empirical data.

### 1.8.2.2 Exploratory studies

The purpose of this study is to reveal a causal relationship between variables and events to explain or predict a particular phenomenon in terms of specific events. This study was also done to determine the different opinions with regard to policing of sectors (Morrison, 1999:6).

### 1.8.3 Questionnaire

The questionnaire covered the respondents' biographical details, their views pertaining to knowledge and the importance of sector policing, the management and implementation of sector policing, and the respondents' view of sector policing's contribution, if any, to policing. Therefore, the questionnaire included questions about transformation and change. The focus of this research was to determine the impact of sector policing. In developing the questionnaire, the researcher followed Mariampolski's (2001:192) guidelines. These guidelines include asking the general questions first in order to get the respondent involved, followed by the contextual questions, ("what, which, how, when") in order to encourage explanatory answers and access views.

#### 1.8.3.1 Advantages of questionnaire

The advantages include the following:

- this method is less expensive than other methods
- this method ensures some uniformity from one measurement to another
- it allows anonymity, something that can make respondents be as open and honest as possible, and

- it may also be desirable in that it places less pressure on the respondents for an immediate response.

### 1.8.3.2 Disadvantages of questionnaires

Like most methods of data collection, the use of a questionnaire is not without problems. Some of the respondents may be too busy to complete the questionnaire. There may also be a temptation by some respondents not to be honest. With regard to the questionnaire about sector policing in Limpopo Province, some respondents may not want to be seen to be against sector policing even when they do not actually believe in it.

## 1.9 SAMPLING CONCEPTS

In describing the sampling procedure in the following paragraphs, various technical terms will often be referred to, and they are defined below:

### 1.9.1 Population

For the purpose of sampling, population does not refer to the population of a country but to objects, subjects, phenomena that the researcher wishes to study in order to establish new knowledge (Brynard & Hanekom, 1997:43). Welman and Kruger (1999:18) stated that a population encompasses the entire collection of units from which the researcher is likely to make conclusions. Therefore, a population is defined as the theoretically specified aggregation of study elements (Babbie, 1998:201).

It is the purpose of this research to collect data from parts of the population in order to interpret the relationship between the variables that are being measured. It should further be noted that a population consists of sub-groups, which is an important consideration at the sampling stage in research. In this study, all the SAPS employees in the Limpopo Province constitute the population. The sample was taken from them (see par. 1.11.2).

### 1.9.2 Survey Population

Babbie (1998:200) defines a survey population as the aggregation of elements from which the sample is actually selected. For this study, members of the SAPS in the Vhembe, Mopani, Capricorn and Waterberg Districts of Limpopo Province were the survey population. It has been pointed out that for practical reasons, certain elements of the study population can be excluded from the survey. Employees of the SAPS in the four Districts of Limpopo Province from the rank of Director up to the rank of Commissioner were excluded from the study population in this survey. The reason for exclusion is mainly the large volume of collected data that would have to be dealt with and in the end cause confusion. Most of the employees above the rank of Director are also for instance, Heads of components and for that reason, their responses to the questions in a questionnaire might be biased. In this study, the survey population comprises 1275 employees from selected police stations in the Limpopo Province.

### 1.9.3 Population Elements

An element is that unit about which information is collected and which provides the basis of analysis (Babbie, 1998:200). Each member in each subgroup constitutes a population element in this study. A distinction is usually made between “elements and units of analysis” whereby the former concept is applicable at the sample selection stage, whilst the latter concept is used in data analysis. According to Mouton et al. (1990:51), the researcher should be interested in investigating what is referred to as the unit of analysis.

### 1.9.4 Sample

The subjects of the whole population that will actually be investigated by a researcher and whose characteristics will be generalized to the whole population are called a sample (Bless & Higson-Smith, 1995:86). Furthermore, Brynard and Hanekom (1997:43) stated that a sample is the small group, or portion selected from the population. When a sample is not representative of the population, it is inadequate for generalization to the

population.

#### 1.9.5 Sampling Unit

Sampling is a process of systematically selecting cases for inclusion in a research project (Neuman, 1991:208). Bless and Higson-Smith (1995:85) also pointed out that sampling is a technical accounting device to rationalize the collecting of information and to choose in an appropriate way the restricted set of objects, persons and events from which the actual information will be drawn. The aim of sampling is to increase the external validity of survey research. It is a critical process that involves selecting a sample which is a representative proportion of the survey population being studied.

#### 1.9.6 Sampling Frame

A sampling frame is the actual list of sampling units from which the sample is selected. Welman and Kruger (1999:47) stated that a sampling frame is a complete list on which each unit of analysis is mentioned only once. Mason (1996:200) states that the unavailability of a sampling frame is a very common problem in social research. In the sampling process, it was discovered that a complete list of the sampling units was not available to compile a sampling frame. However, in this research, estimated numbers of employees were available at each police station selected for sampling purposes. It must be noted that these estimated numbers include members of the SAPS at each police station up to the rank of Senior Superintendent or Deputy Director (Lynn, 1996:128).

#### 1.9.7 Sample Size and Sampling Error

Bless and Higson-Smith (1995:96) stated that the purpose of sampling is to determine the most adequate sample size. The major criterion to use when deciding on sample size is the extent to which the sample is representative of the population. Furthermore, Welman and Kruger (1999:64) identified four principles, which guide the determination of sample size. Firstly, the desired sample size does not only depend on the size of the population but also on

the variance of the variable. Secondly, when the size of the sample is determined the size of the population should also be kept in mind. In general, it holds that the smaller the total population, the relatively larger the sample should be to ensure satisfactory results. Thirdly, if each stratum of a highly heterogeneous population is relatively homogeneous, a relatively smaller stratified sample than that required for a random sample may be sufficient. Fourthly, in determining a sample size, the researcher should also bear in mind that the number of units of analysis from whom he/she eventually obtains usable data may be much smaller than the number which he/she drew originally.

All sampling procedures involve some degree of error because the measurement of the units selected for the sample will differ from those which would have been obtained from a study population. The accuracy of the sampling statistics is expressed in terms of the sampling error and must be taken into account in survey research, because it reflects the degree of accuracy of the study. There are two types of sampling errors, namely, chance factors and bias in selection (Bless & Higson-Smith, 1995:97).

Chance factors imply that it may happen that in a particular sample one element and not the other has been included. Bias in selection comes about when an element of the sample does not respond to a measurement instrument for unknown reasons. Bless and Higson-Smith (1995:97) state that such elements are excluded from the group, a move that changes the Constitution and thus the representativeness of the sample. However, according to Babbie (1998:216) and Neuman (1991:224), the sampling error may be reduced by two factors in the sampling design, namely, a larger sample produces a smaller sampling error than a small sample, and a homogeneous population produces samples with smaller sampling errors than does a heterogeneous population.

#### 1.10 SAMPLING METHODS

Sampling theory distinguishes between two types of sampling methods, namely, probability sampling and non-probability sampling (Bless & Higson-



Smith, 1995:88). Probability sampling occurs when the probability of including each element of the population can be determined. Non-probability sampling refers to the case where the probability of including each element of the population in a sample is unknown. For the purposes of this research – and due to financial constraints – a non-probability convenient sample of 25% was taken in each Police District.

## 1.11 RESEARCH DEMARCATION

The research is demarcated into two (2) areas namely, quantitative delimitation and geographical delimitation. The geographical delimitation (Limpopo Province, consisting of four Police Districts) is to fit the researcher's particular focus.

From each Police District, two (2) police stations were selected at random and it was ensured that the police stations selected were from both rural and urban areas. This was done to ensure that all the sectors of the diverse communities of Limpopo Province were represented in the research sample. The research sample group from these districts and the police stations was drawn from a representative sample police officers.

According to Wisker (2001:139), a sample is used once a chosen group of people is selected on which the research is conducted. They are chosen as a sample to represent the larger whole. Once the sample is selected, the researcher gathers data from them using one or more techniques for data collection.

### 1.11.1 Quantitative Delimitation

This refers to sampling, but in this case, the researcher limited his study to police officers of the four Police Districts of Limpopo Province only.

### 1.11.2 Geographical Delimitation

The study is confined to the Limpopo Province. According to the *National Instruction on Sector Policing* (South African Police Service, 2003), the station

commissioner is responsible for the establishment of sector policing in consultation with the chairperson of the Community Police Forum. Hence, the National Police Management facilitates the establishment of sector policing and monitoring of the activities thereof to ascertain whether they are in line with the requirements as stated by the *National Instruction on Sector Policing* (2003).

Limpopo Province is divided into four geographical Policing Districts, namely, Vhembe District, Mopani District, Waterberg District and Capricorn District. These Districts are further subdivided into rural and urban areas. To strike a balance, the researcher focused on rural areas and towns in all four districts. The reason being that these would provide a variety of information and differences in interaction from which important deductions can be made for purposes of generalisation. The following procedure was adopted in this study to determine the clusters. The selected police stations together with their estimated personnel and members of the community were divided into four categories, A, B, C and D. Police stations with their personnel were categorized as follows:

Category A. In the Vhembe District, the following police stations with their estimated personnel were selected:

1. Musina 138
2. Waterval 131

Category B. In the Mopani District, the following police stations with their estimated personnel were selected:

1. Giyani 216
2. Tzaneen 202

Category C. In the Capricorn District, the following police stations with their estimated personnel were selected:

1. Seshego 186

## 2. Polokwane 223

Category D. In the Waterberg District, the following police stations with their estimated personnel were selected:

1. Makgatle 58

2. Mokopane 121

From this total of 1275, the researcher was successful in capturing the data from 333 (26.11%) subjects.

The police respondents were not selected according to categories or rank but randomly, depending who were available or accessible at the time of the distribution of the questionnaire at that particular police station. It would have been difficult for the researcher to be selective in the research in terms of ranks, gender, colour or age of the police participants in that the targeted police stations were not equally staffed in terms of the above-mentioned categories.

In each of the eight (8) targeted police stations, the aim was to select a twenty five percent (25%) sample from each station. The study population included police members as well as community members, including Community Police Forum (CPF) members served by the police members of the police stations in the Vhembe, Mopani, Capricorn and Waterberg Districts of the Limpopo Province. The final result of the sampling was as follows:

Table 1: Police District of respondents

Police district	Frequency	Percent
Vhembe	88	26.4
Mopani	88	26.4
Capricorn	93	27.9
Waterberg	64	19.2
Total	333	100.0

As the estimated population was 1275 in the four policing districts and the total of the units of analysis were 333, the final sample percentage was

26.11%.

## 1.12 BIOGRAPHICAL DATA OF RESPONDENTS

This study comprises the respondents from all commissioned officers, e.g. Captains, Superintendents and Senior Superintendents and non-commissioned officers, e.g. Reservists, Constables, Sergeants and Inspectors. They were from all the race groups as indicated in the table below. They were all educated with grade 10 up to senior degrees. Tables 2 to 6 below depict the biographical data derived from the questionnaires.

As already explained, at each station, the gender were distributed randomly according to the members who were on duty and available. Regarding gender, a total of 218 (65.5%) were males and 115 (34.5%) were females or about two-thirds were male and one-third were female. It was not possible to determine if this sample consisting of two-thirds males and one-third females was a true reflection of the gender distribution at the time of the research in the four designated Police Districts.

Table 2: Home language of respondents

Home language	Frequency	Percent
Afrikaans	7	2.1
English	4	1.2
Venda	59	17.7
Pedi	156	46.8
Tsonga	101	30.3
Other	6	1.8
Total	333	100.0

This table indicates that, of the respondents 156 speak Pedi, which represents 46.8% of the respondents. The biggest group representing the other languages was Tsonga with 30.3% and followed by Venda with 17.7% as reflected on the table. In practice, this is to be expected because the Limpopo Province is dominated by these three language groups. The other language groups as reflected in the table were Afrikaans-speaking

respondents 2.1% and 1.2% English-speaking respondents. There were no respondents speaking either Swati or Ndebele. The 11 (3.3%) Afrikaans and English speakers should be understood as representing the minority white group who normally speak these languages.

Table 3: Marital status of respondents

Marital status	Frequency	Percent
Married	194	58.3
Single	127	38.1
Divorced	7	2.1
Widow/widower	5	1.5
Total	333	100.0

Most of the respondents were married 194 (58.3%) and 127, that is 38.1%, were never married. Divorcees were 2.1% and widow/widower were 1.5%.

Table 4: Rank of respondents

Rank of respondents	Frequency	Percent
Reservist	50	15.0
Constable	81	24.3
Sergeant	24	7.2
Inspector	85	25.5
Captain	31	9.3
Superintendent	23	6.9
Senior Superintendent	8	2.4
Total	302	90.7
No Response	31	9.3
Total	333	100.0

The table 4 indicates that the highest percentage of all the respondents, 25.5% were Inspectors, 24.3% were Constables, the Reservists were 15.0%, Captains were 9.3%, Sergeants were 7.2%, Superintendents 6.9%, Senior Superintendents were 2.4% and the community members including Community Police Forums and Sector Crime Forums were 9.3% (showed in the table as No Response). With regard to sector commander, only 54 (16.2%) of respondents were appointed as sector commanders.

Table 5: Years of service of respondents

Years of service	Frequency	Percent
Under 5 years	155	46.5
6-10 years	92	27.6
11-15 years	36	10.8
16-20 years	24	7.2
More than 21 years	26	7.8
Total	333	100.0

Most of the respondents, 46.5%, have been working for the SAPS between one and five years. 27.6% have been working between six to ten years, 10.8% of the respondents have been working for the SAPS between eleven to fifteen years, and 15% of the respondents have been working for more than sixteen years. This means that plus-minus 85% (283) have only been working at SAPS since democratizing in 1994 and only 15% (50) came from the previous dispensation.

Table 6: Highest qualification of respondents

Highest qualification	Frequency	Percent
Below grade 9	3	.9
Grade 10 - 11	24	7.2
Grade 12	196	58.9
Diploma	80	24.0
Degree	30	9.0
Total	333	100.0

Table 6 shows that the majority of the units of analysis (that is 59% of all respondents) had grade 12 certificates; 30% had degrees or diplomas; 8.1% had grade 11 and below; 220 (66%) had completed secondary school training at the time of the research intervention; 80 (24%) had obtained a post-matric diploma. Only 30 (9%) had graduated.

For the sake of scientific clarity, the connotations and denotations are attributed to the following concepts as set out according to the definitions briefly discussed below.

## 1.13 CONCEPTUAL DEMARCATION

When undertaking the research it is necessary to scientifically define relevant key concepts. In the present study, working definitions of the following concepts are given: sector policing, sector commander, Sector Crime Forum, community policing, improve service delivery, community involvement, participative management, mentoring, community crime prevention, crime prevention, police force and police service and policing.

### 1.13.1 Sector Policing

According to Maroga (2004:1), sector policing is an approach to policing whereby the service area of a police station is divided in smaller, manageable areas known as sectors. For each sector, the SAPS appoints a police official who is known as a sector commander. A sector commander is appointed by station management, CPF chairperson and Head of Reservists. They should appoint suitable police officials to execute sector policing activities.

The Final Draft of the *National Instruction on Sector Policing* (South African Police Service, 2003) makes the connection between sector policing and community policing very clear. Sector policing is also described as a “practical manifestation” of community policing.

Sector policing is the department wide philosophy of full service, personalized and decentralized policing, where citizens feel empowered to work in proactive partnership with the police at solving the problems of crime, fear of crime, disorder, decay and quality of life.

In the Department of Safety and Security’s *White Paper on Safety and Security* (1998), sector policing is described as the division of areas into smaller managerial sectors and the assignment of police officers to these areas on a full time basis. These police officers regularly patrol their own sectors and seek appropriate solutions for the crime-related problems they encounter. Sector policing encourages constant contact with members of local communities. In this sense of the word, we can deduce that sector policing is

a method of operationalising the philosophy of community policing.

The concept of sector policing demands that the community be an active role player in fighting crime. As part and parcel of this approach, sector policing must be seen as an enabling mechanism which organizes and mobilizes individuals within the community to establish the driving force on which the philosophy of community policing is based.

Essentially, it is assigning responsibility for a certain area to a team of police officers. The more responsibility this team has, the greater the degree of team policing. For example, sector policing that also has investigative authority is more complete than sector policing that does not. The sectors or sector teams have authority to tailor programmes and procedures to the needs of their areas and go even further (Toch, 1997:41).

#### 1.13.2 Sector Commander

The sector commander as a key employee is a permanent member of the SAPS or a reservist who has been appointed in terms of the *National Instruction on Sector Policing* (South African Police Service, 2003 and 2005) to manage a specific sector and to perform the roles and responsibilities specified in that sector. The sector commander is like a postman because a postman goes round the community every day, even when there is no mail to deliver, watching and asking questions. The sector commander is an employee who provides a service that will not be performed as easily or as well when that person is absent (Steinberg, 2004:34).

#### 1.13.3 Sector Crime Forum

The concept Sector Crime Forum refers to a structure in a sector where the community and police are present to discuss the safety and security issues of that sector (*National Instruction on Sector Policing*. South African Police Service, 2003:2).



#### 1.13.4 Community Policing

The term community policing was first coined by Alderson (1979) who suggested that the police could play a central role in forming, supporting and enforcing behavioural norms in society (cited in Wilson, Ashton & Sharp 2001:30).

According to Stevens and Yach (1995:18), community policing is a philosophy or an approach to policing which recognizes the independence and shared responsibility of the police and the community in making South Africa a safer, more peaceful and more lovable country. It aims at establishing an active and equal partnership between the police and the public through which crime and community safety issues can jointly be determined and solutions designed to be implemented by the two parties. Ultimately, sector policing as a philosophy of community policing is about consensus policing.

Community policing relies upon organizational decentralization and a reorientation of patrol in order to facilitate two-way communication; it assumes a commitment to broadly focussed, problem-oriented policing; it implies a commitment to helping neighbourhoods solve crime problems on their own through community organizations and crime prevention programmes; it requires that police are responsive to citizen's demands when they identify what local problems are and set their priorities. These are the things that are most important to the community (Brodeur, 1995:87).

The benefits of community policing include a problem-solving orientation, police engagement in the community and a focus on prevention of crime as well as reaction to crime. Community policing is people based as opposed to being bureaucratic or militaristic. It is about improving citizens' quality of life (Brodeur, 1995:87).

#### 1.13.5 Improve Service Delivery

Regulation C1 of the Public Service Regulations published in Government Notice No R679 dated 1 July 1999, requires the service to implement a

Service Delivery Improvement Programme. The purpose of this instruction is to give direction to members at all levels and to institutionalize the Service Delivery Improvement Programme.

Service delivery refers to the programme designed to improve the quality of a service rendered to the community by the service. This was the first explicit expression of sector policing as a methodology for improving the service provided by the police.

Sector policing allows for police service delivery to take place even closer to the community. The police would have to concentrate on improving what is known in management jargon as “service delivery to ethnic minority communities” (Wilson, Ashton & Sharp, 2001:69).

#### 1.13.6 Community Involvement

Sector policing provides an ideal opportunity for community involvement in their local safety and security, and provides a mechanism for more and better community participation. Oliver (2001:245) perceived a community as a spatially restricted group within a society, with its characteristics, physical living conditions, institutions and cultural pattern peculiar to itself, for example, a community sector.

#### 1.13.7 Participative Management

Participative management is the process in which managers and employees work together as peers to produce exceptional goals and services that exceed clients’ expectations. Participative management stimulates productivity and innovation, and increases employee commitment to customer service through the organization. It also encourages employees to modify the functions of the work in order to allow them to perform better for the sake of the final output.

#### 1.13.8 Mentoring

This is the act of advising an employee in the area of career development. Mentors not only advise employees on specific work tasks, they help them to

assimilate into corporate culture. Supervisors and managers need to redefine their roles to include creating an environment of learning and growing that involves mentoring, coaching, equipping, sustaining, and nurturing those who report to them. Effective training does not happen only in the classroom. Successful training programmes include a mentoring or coaching component that helps employees do their best where it counts, on the job.

#### 1.13.9 Community Crime Prevention

Community crime prevention is a relatively new form of police collaboration with the community as a means of crime prevention. The most widely spread version of community crime prevention is neighbourhood watches.

According to Conser (2002:54), originally community crime prevention started as vigilantism. The philosophy of vigilantism was based on self-prevention and self-protection. It was a form of vigilance, often encouraged and supported by the best of citizens. According to one source, vigilance committees were first organized to patrol towns in California by citizen volunteers. Most members were honest men who were forced to collective action to protect their communities (Conser, 2002:54).

Neighbourhood Watch Systems as the examples of community crime prevention activities with the emphasis on community awareness and the taking of pro-active measures to prevent crime or solving crime problems activities may include:

- identification of potential crime targets
- organized surveillance of strangers, suspicious vehicles or persons
- finding solutions for crime problems
- establishing citizens' patrols.

Community crime prevention without involvement, consultation, communication and understanding, serves no purpose. Community crime prevention between the police and the community improves proactive problem solving whereby the police anticipate problems and obstacles associated with

a particular task and solve them before they are actually encountered. It improves education of citizens about policing; encourages self-help community crime prevention initiatives; educates the police regarding community crime prevention initiatives, and establishes community patrol programmes for the purpose of surveillance and training of domestic servants in emergency plans (Stevens & Yach, 1995:52). Public confidence stimulates participation, which in turn, leads to more effective crime prevention.

#### 1.13.10 Crime Prevention

Crime prevention refers to all activities which reduce, deter or prevent the occurrence of specific crimes through altering the environment in which they occur, changing the conditions which are thought to cause the crimes and to provide a strong deterrent in the form of an effective Criminal Justice System (White Paper on Safety and Security, 1999-2004:40). The other side of crime prevention is known as professional crime fighting policing. Sector policing is a method of policing used to bring about effective crime prevention. All activities that reduce, deter, or prevent the occurrence of specific crime through altering the environment in which they occur, changing the conditions that are thought to cause crimes, and provide a strong deterrent, represent this type of crime prevention.

Crime prevention is everyone's business and it is more than security and is cost-effective. Crime prevention requires a control position in law enforcement, active co-operative among all elements of the community, continual testing and improvement and education (Eck & Spelman, 1997:529). The benefits of crime prevention include (Memory & Argon, 2001:530):

- deterrence of specific kinds of crime
- mobilization of residents and proactive problem-solving orientation
- police engagement in the community and a focus on prevention as well as reaction is the road to effectiveness.

Units in the South African Police Service for instance, Visible Policing, Crime Intelligence and Detective Services, will all benefit from this concept by

bringing communities closer to the police. This phenomenon will also bring police closer to the communities, and at the same time, it improves police-community relations, improves understanding of problems and possible solutions, improves police visibility and acts as a deterrent to criminals. It has a greater impact on community problems, specifically on crime levels and improves community safety.

#### 1.13.11 Police Force and Police Service

According to Van Heerden (1986:49), police force is oriented towards the penal and different elements of social control. It refers to the application of the law by arresting and prosecuting transgressors and by investigating crime. Police service is directed towards the execution of the preservation and proactive aspects of social control. Its activities aim at eliminating or minimizing latent threats to the social order. It further revolves around the prevention of conflicts in human relations and the rendering of a variety of services.

#### 1.13.12 Policing

Policing is that form of coercive action within the structure of formal social control, which is directed at the maintenance of internal order in conformity with principles of legal jurisdiction and the constitutional rights of individuals (Van Heerden, 1986:16).

According to Van Vuuren (1996:100), policing in South Africa has changed dramatically since 1994. Community structures like Sector Crime Forums (SCF) were established to facilitate co-operation between the police and the community in order to provide the necessary police service.

The term policing, on the other hand, is a much broader term than law enforcement that refers to the process of regulating the general health, safety, welfare, and morals of society (Pelser, 2002:3). According to Findlay (2004:10), policing is a process whereby social order and regulations are maintained. Policing may be divided generally into repressive, prevention

service, conflict resolution, and punishment priorities (Findlay, 2004:38).

A summary of the way in which the research results are presented in the various chapters will round off this chapter.

#### 1.14 ORGANISATION OF DISSERTATION

The following is a systematic account of the division of the chapters in the research study

##### Chapter One

Chapter 1 deals with the introduction that includes background, statement of the problem, purpose of the research, research methodology and limitation of the study. This chapter also deals with the conceptual demarcation and organization of the dissertation.

##### Chapter Two

Chapter 2 of the research report deals with the evolution of sector policing in South Africa. This chapter also deals with the review of literature and gives a critical discussion of sector policing and related documents such as the National Instruction on Sector Policing 2003, Community Policing Framework and Guidelines 1997, South Africa Police Service Act 1995, South Africa Police Service Journal vol. No. 1, 2003, South Africa Police Service Journal vol. No. 2, 2004, Constitution of the Republic of South Africa 1996, National Crime Combating Strategy (NCCS) 2000, National Crime Prevention Strategy (NCPS) 1996, White Paper on Safety and Security 1999-2004, Draft National Instruction on South African Police Reserve 1/2002, Policing Priorities and Objectives of South African Police Service 1998/1999, and Policing Priorities and Objectives of South African Police Service 1999/2000. This chapter also deals with the theoretical background thereby looking at what has already been written about sector policing.

## Chapter Three

This chapter deals with some aspects of sector policing in other countries, the origin and development of sector policing, policing priorities, and the image of policing in South Africa.

## Chapter Four

Chapter 4 deals with the role of the sector commander, the good of sector policing and the needs of sector policing in South Africa. The chapter is concluded by presenting the position of sector policing in Limpopo Province.

## Chapter Five

This chapter deals with the management of sector policing. It is in this chapter that various managerial skills are discussed. The methods that were used in managing sector policing for the purpose of this research are particularly dealt with. It also deals with the changes that are necessary and models of sector policing. It highlights the importance of sectors in policing and various aspects of the above-mentioned functions are discussed.

## Chapter Six

This chapter deals with the research findings, recommendations and conclusion. These findings and recommendations are based on the given propositions. In this chapter, the information presented is analyzed and interpreted. Conclusions are made and recommendations suggested on what needs to be done.

### 1.15 SUMMARY

In this chapter, the researcher outlined the rationale of the study. The research problem to be investigated is, "How do members of the SAPS in Limpopo Province perceive and prefer sector policing?" Furthermore, this chapter gave an overview of the most important aspects of the research methods that were utilized to construct this research report. In the next

chapter, the evolution of sector policing is discussed.



## CHAPTER 2

### THE EVOLUTION OF SECTOR POLICING

#### 2.1 INTRODUCTION

The notion of sector policing is not altogether new, parts of it are as old as policing. It was suggested that due to sector policing, the performance of patrol officers would improve more by using job re-designing based on “motivators”. This suggestion later evolved into a concept known as “team policing” which sought to restructure policing departments, improve community relations, enhance police officers’ morale, and facilitate changes within the police organization. Its primary focus was to decentralize policing and to deliver a professional service to the community. Officers are to be generalists, trained to investigate crimes and basically attend to all of the problems in their sectors. A team of officers would be assigned to a particular neighbourhood and would be responsible for all police services in that sector (Peak & Glensor, 2002:21).

Since transforming to the community policing philosophy, both the South African Police Service and the Government authorities have emphasized the need for active participation by communities in the fight against crime. Sector policing supports the notion of an equal partnership between the police and the citizens. As a result of this partnership philosophy, Sector Crime Forums (SCFs) were introduced at police stations to facilitate liaison between the two partners and to co-ordinate the participation effort.

In South Africa, the Sector Crime Forum process has been promoted and implemented for over a decade and is entrenched in the *National Instruction on Sector Policing* of 2003. Although the phenomenon is no longer in its infancy, the Sector Crime Forums at many sectors are still plagued by organizational and functional problems.

The main aim of sector policing is the creation of structured consultation about local problems between the police and the different communities. Consultation with the Community Police Forums and Sector Crime Forums will aid in identifying the causes of crime and contributory factors to crime in those sectors.

The intention was the development of an organizational structure and environment that reflects community values and facilitates community involvement to address risk factors and solve crime related problems. The idea behind sector policing was to make the community share the responsibility of dealing with crime and law and order problems. The police's responsibility was to mobilize and sensitize the community about crime so that they could become involved in all aspects of policing activities (Department of Safety and Security 1998:17).

## 2.2 THE ORIGIN AND DEVELOPMENT OF SECTOR POLICING

The concept of sector policing was imported from the UK and US to South Africa in the 1990s. This was justified as part of the ongoing modernization and internationalization of the SAPS. Sector policing is a composite of innovations in policing. These innovations can be divided into four categories, namely, hotspot (targeted) patrolling, controlling risk factors, problem-oriented policing and community policing (Dixon & Rauch, 2004:45).

The need for sector policing was identified after a democratic government came into existence in South Africa. However good it was in theory, in practice it became impossible to implement because of the policies of the government of the day. Although the concept of sector policing was not mentioned at that time, concepts such as collective responsibility, partnership and service style of policing were often cited. A few South African academics contributed a lot to the development of sector policing in South Africa. The trend regarding sector policing in other overseas countries has influenced South Africa to adopt sector policing as a style of policing and as an answer to

all problems - either social or criminal.

The present government has shown its technical support for the concept of sector policing in numerous legal documents. Sector policing is one of the policies and priorities of the government that still needs to be implemented successfully in South Africa.

Sector policing which added to the successes of Operation Crackdown was also intended to establish close partnerships between the police and citizens in order to address crime through the series of multi-disciplinary initiatives. In 2000, when the author Bill Dixon did some research on sector policing in South Africa, he was unable to establish how the SAPS first came across the British model, as none of the police officials he interviewed were familiar with the sector policing guide notes issued by the London Metropolitan Police.

This researcher confronted the respondents with various aspects of sector policing. One such aspect was whether they thought each sector should promote partnership policing. The results are reflected in the table that follows:

Table 7: Each sector should promote partnership policing

Each sector should promote partnership policing	Frequency	Percent
Definitely disagree	4	1.2
Disagree	6	1.8
Uncertain	18	5.4
Agree	177	53.2
Definitely agree	128	38.4
Total	333	100.0

This table shows that 305 (91.6%) respondents agree with the statement whilst 10 respondents (3%) were not in agreement. Some 18 respondents (5.4%) were not certain. The response of the research group shows the

willingness and preparedness of the police to prevent crime and the willingness and determination of the community to involve the police in promoting partnership, so that each sector should promote partnership policing. According to the table, the majority of the respondents do support and agree with the statement. These results indicate that sector policing has started gaining ground in these policing districts. This observation by respondents is of utmost importance for the research. No statistically significant differences were recorded.

One version of the origin of the sector policing concept in South Africa is that it was picked up by a former senior SAP officer who attended a conference of US Police Agencies in 1993, possibly even prior to the creation of the SAPS. Another version is that a senior SAP officer was attending a training course in Britain in 1994, where he had the opportunity to examine sector policing practices in London.

In South Africa, sector policing was introduced in the Johannesburg policing area during April 2000 as part of a more comprehensive pilot project in search of a new policing model (Burger, 2006:76). In preparation for this project, a document entitled "Guidelines on Sector Policing" was developed. The guidelines document adopted the definition of sector policing in the *White Paper on Safety and Security* (1998). However, the project team did further research and also conducted a number of workshops with members of the South African Police Service in Johannesburg, before they finalized the guidelines and the working definition for sector policing.

Between 1998 and 2003, when the "Final Draft" of the *National Instruction on Sector Policing* was disseminated, various attempts were made at a number of police stations throughout the country to implement the concept. However, these attempts were not very successful mainly because of uncertainties. It took a long time before the *National Instruction on Sector Policing* reached even the final draft stage. Complaints about a lack of personnel and other resources were made (Dixon & Rauch, 2004:22-25). Between 2002 and 2004,

the South African Police Service took the following three constructive steps to support the implementation of sector policing:

1. The *National Instructions on the South African Police Reserve* (South African Police Service, 2002) that was published in May 2002 provided a new category of rural and urban sector police reservists who were needed to advance sector policing objectives. This created a huge potential pool of additional human resources to satisfy the undeniable need for more personnel to effectively implement sector policing.

2. In his budget speech, in Parliament on 22 June 2004, the former Minister for Safety and Security, Mr Charles Nqakula, announced personnel increases for the SAPS, from approximately 119 000 in 2002 to 152 000 by the end of 2006 (Burger, 2006:76). This was motivated primarily by the realization that sector policing is a personnel intensive concept.

3. To gain momentum with the implementation of sector policing, it was decided to give preference to the 14 presidential stations and 47 remaining priority stations (prioritized in terms of the National Crime Combating Strategy). In the SAPS Annual Report 2003/2004 it was reported that 49 (41%) of the 120 sectors in the presidential stations and 157 (43%) of the 368 sectors in the priority stations were already fully activated.

The South African Police Service has embarked on a restructuring process aimed at strengthening police stations in an effort to implement sector policing and improve service delivery to the community. The decision was taken at a Management Forum held on 22 and 23 March 2006 at the Pretoria West Training Institution.

The survey respondents were asked to give their views pertaining to this issue as well. They reacted as follows:

Table 8: There are enough police officials in my station to make sector policing work

There are enough police officials in my station to make sector policing work	Frequency	Percent
Definitely disagree	37	11.1
Disagree	66	19.8
Uncertain	31	9.3
Agree	127	38.1
Definitely agree	70	21.0
Subtotal	331	99.4
No response	2	.6
Total	333	100.0

The above table clearly indicates that 197 (59.15%) were in agreement with this decision, whilst 103 (30.93%) were not in agreement. Some 31 (9.3%) were not certain. This could disturb the execution of sector policing if only 60 percent of the officials think there are enough of them to do that work.

This concern was reflected in the responses of the ranks with regard to the full implementation of sector policing in the Districts.

Table 9: Rank versus there are enough police officials in my station to make sector policing work

Rank	There are enough police officials in my station to make sector policing work					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Reservist	4	5	3	23	15	50
Constable	7	11	5	37	20	80
Sergeant	1	7	3	6	7	24
Inspector	11	17	12	29	15	84
Captain	7	9	2	9	4	31
Superintendent	2	8	1	8	4	23
Senior-Superintendent	3	4	0	0	1	8
Total	35	61	26	112	66	300

Chi-square 40.567; df 24; Prob. 0.019

Table 9 above indicates that thirty eight (38) of the reservists said that there are enough police officials in their District to execute sector policing. Fifty seven (57) of the Constables stated that there are indeed enough police in their District to execute sector policing. On the other hand, only 44 of the 84 Inspectors (53, 38%) were in agreement with this statement. It is clear that the higher ranks like the captains and the superintendents, do not agree. The reservists and non-commissioned officers are more convinced than the commissioned officers that there are enough police officials to make sector policing work in their stations. This finding is statistically significant.

This research also registered statistically significant differences pertaining to home language versus enough police officials to make sector policing work.

The finding is reflected in table 10. This finding should be researched further.

Table 10: Home language versus enough police officials in my station to make sector policing work.

Home language	Enough police officials in my station to make sector policing work					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Afrikaans	2	4	1	0	0	7
English	0	1	0	1	2	4
Venda	4	10	4	30	11	59
Pedi	21	31	21	61	20	154
Tsonga	8	18	5	35	35	101
Other	2	2	0	0	2	6
Total	37	66	31	127	70	331

Chi-square 45.579; df 20; Prob. 0.001

Table 10 shows the Pedi-speaking police officials were more convinced than the Tsonga speakers (who in turn were more convinced than the Venda speakers) that there are enough police officials to execute their duties in sector policing. This finding is statistically speaking, highly significant.

Because there is a clear differentiation along language lines, this might be an indication that Afrikaans- and English-speaking cultures are not so compatible with sector policing, or that it is their experience that this policing style is not implemented in the districts where they live. This finding clearly calls for further research to determine the reasons for these differences between the language groups.

Statistically significant differences were also discovered pertaining to this statement between the respondents from the different Police Districts.

Table 11: Police District versus enough police officials in my station to make sector policing work

Police district	Enough police officials in my station to make sector policing work					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Vhembe	4	11	3	43	27	88
Mopani	9	16	10	24	29	88
Capricorn	14	24	10	33	10	91
Waterberg	10	15	8	27	4	64
Total	37	66	31	127	70	331

Chi-square 42.043; df 12; prob 0.000

More so than the other districts, the subjects from Vhembe were convinced that they have enough staff to make sector policing work. The Vhembe District was more convinced about it than the Mopani District respondents who were more convinced about it than Capricorn. Waterberg was the least convinced. This finding is statistically speaking, highly significant.

The reason of these differences might be that many sectors were demarcated as rural areas. Vhembe and Mopani Districts are policing 90% of rural villages and this can also have an impact because they are executing sector policing activities every day.

This research also has registered marked differences pertaining to this statement with regard to years of service. The data is reflected in the following



table:

Table 12: Years of service versus there are enough police officials in my station to make sector policing work

Years of service	There are enough police officials in my station to make sector policing work					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Under 5 years	18	24	10	66	36	154
6-10 years	9	17	9	36	20	91
11-15 years	3	6	8	12	7	36
16-20 years	2	11	1	7	3	24
More than 21 years	5	8	3	6	4	26
	37	66	31	127	70	331

Chi-square 26.896; df 16; prob; 0.043

The above table (Table 12) shows that those who have worked less than five years were more convinced that there are enough personnel to execute sector policing functions than those who have worked 6-10 years. These groups were more convinced than those who had served longer. Those who have served in the SAPS for 11-21 were less convinced. The longer they have served, the less they are convinced that there are enough police officials to make sector policing work. This finding can be due to the fact that those who have served less than five years have learned more about sector policing during their basic training.

The decision to strengthen police stations was based on the recommendations made by a team comprising of Deputy National Commissioners and Divisional Commissioners who visited various police stations across the country on a fact-finding mission to identify inherent gaps, weaknesses and deficiencies that impeded effective service delivery.

The team uncovered anomalies that led to the duplication of functions due to the many organizational levels, too many levels of authority and slow decision-making, top heavy National, Provincial and Area personnel structures. It also identified too many levels of command and control which hampered the effective allocation and utilization of both human and physical resources (Bokaba, 2007:8).

The Management Forum resolved:

- to reduce the levels of policing from four (4) to three (3) that is National, Provincial and Local (station) as in line with the levels in the country's Constitution, and
- to migrate the knowledge, skills, experience, and expertise located within the specialized units to the police stations where they are mostly needed.

To ascertain if the filtering down of skills, experience and expertise has indeed touched base, the respondents were confronted with a statement and responses as reflected in table 13 below.

Table 13: Our sector commander has knowledge and skills for his work in the sector

Our sector commander has knowledge and skills for his work in the sector	Frequency	Percent
Definitely disagree	12	3.6
Disagree	35	10.5
Uncertain	29	8.7
Agree	161	48.3
Definitely agree	95	28.5
Total	332	99.7
No response	1	.3
Total	333	100.0

The above-mentioned table clearly shows that 256 (76.8%) were in agreement with the statement and only 47 (14.1%) were not in agreement. Twenty nine (8.7%) were uncertain. The fact that close to 80% of the respondents are convinced that the sector commander has knowledge and skills for his work is an encouraging finding pertaining to sector policing in these four policing districts of Limpopo Province.

The views of the participants pertaining to this statement differed statistically with reference to marital status. Respondents with different marital status were not equally convinced that our sector commander has knowledge and skills for his work in the sector. Statistical differences were registered in this regard.

Table 14: Marital status versus our sector commander has knowledge and skills for his work in the sector

Marital status	Our sector commander has knowledge and skills for his work in the sector					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Married	4	24	17	95	53	193
Single	6	9	11	63	38	127
Divorced	2	2	0	1	2	7
Widow/widower	0	0	1	2	2	5
Total	12	35	29	161	95	332

Chi-square; 21.010; df 12; Prob.0.050

Statistically speaking, significant differences are evident: 148 (77.1%) of the 193 married respondents and 101 (79.1%) of the 127 unmarried respondents, agree that the sector commanders do have knowledge and skills to execute sector policing. The married respondents think so more than the single persons. This difference might be due to the fact that more sector commanders who responded were married themselves. Whatever the case may be this finding calls for further research to determine the causes of this statistically significant difference.

The research uncovered statistically significant differences between the subjects of the different Police Districts with regard to the statement that the sector commander has the necessary knowledge and skills for the work. The findings are reflected in the table below.

Table 15: Police District versus our sector commander has knowledge and skills for his work in the sector

Police district	Our sector commander has knowledge and skills for his work in the sector					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Vhembe	6	14	3	39	26	88
Mopani	1	7	11	37	32	88
Capricorn	3	9	11	41	29	93
Waterberg	2	5	4	44	8	63
Total	12	35	29	161	95	332

Chi-square 28.245; df 12' prob. 0.005

The subjects of the Mopani Police District were more convinced than those from the other districts that this is indeed the case. Those from Vhembe were less convinced. They were followed by the subjects from Capricorn, whilst the respondents from the Waterberg Police District were the least convinced about it. There is no obvious reason for these differences. They need to be researched further.

The restructuring process also saw the migration to the police stations of members of specialized units such as the Family Violence, Child Protection and Sexual Offences (FCS), Serious and Violent Crime (SVS), Area Crime Combating Unit (ACCU), National Intervention Unit (NIU), Vehicle Identification and Safeguarding Section (VISS), Crime Information Gathering (CIG) and Crime Information Management Centre (CIMC). This process is intended to make sector policing more effective and efficient and improve service delivery to the community including better crime prevention (Bokaba, 2007:9).

The participants were asked to rate the statement that sector policing promotes more effective crime prevention. These responses were registered in table 16 below.

Table 16: Sector policing promotes more effective crime prevention

Sector policing promotes more effective crime prevention	Frequency	Percent
Definitely disagree	3	.9
Disagree	6	1.8
Uncertain	8	2.4
Agree	180	54.1
Definitely agree	136	40.8
Total	333	100.0

Many respondents vehemently agreed with the statement. According to table 16, 316 (94.9%) respondents do support and agree with the statement. Nine (2.7%) of the respondents disagreed, and 8 (2.4%) were not certain. This finding strongly suggests that there is great hope that the respondents are satisfied with sector policing as a new policing style to prevent crime more effectively.

### 2.3 POLICING PRIORITIES AND OBJECTIVES

The foundation for the development and improvement of departmental policing priorities was laid down during 1996, but a need still existed to concentrate the efforts of the SAPS on the highest priority issues in terms of fighting crime as well as building organizational potential (Department of Safety and Security, 1997:5). The policing priority issues are as follows:

- crimes involving the use of firearms; to try and reduce their availability within the community
- to investigate criminal organizations in order to combat and neutralize their criminal activities
- to reduce crimes against women and children

- to reduce corruption within the Criminal Justice System
- to implement integrated and wide-ranging crime prevention strategies especially in the organization and mobilizing of communities.

Priorities 1,2,3, and 4 concerning firearms, criminal organizations, crimes against woman and children and corruption respectively, have no bearing on the general principles of sector policing and are therefore not discussed. Only priority 5 – crime prevention, will be discussed further. Priority 5 – crime prevention – states that, “the most important element of effective policing is the pro-active approach, which shows the ability of the crime prevention unit to prevent crime from actually occurring”. To be more pro-active at the local level, the following objectives were given hands-on support on both National and Provincial levels according to the Department of Safety and Security (1997:15-16):

- to develop effective station level partnership
- to develop and improve crime information analysis at station level
- to develop and implement programmes around priority crimes
- to institutionalize and operationalise crime prevention as an organizational goal
- to implement reviews at Provincial level of police performance regularly.

According to the *Policing Priorities and Objectives for 1999/2000* (Department of Safety and Security, 1999:18), priority 5 is Active Visible Policing and the goal is to improve public perceptions of safety, with the following three operational objectives:

- to conduct visible policing patrols based on crime pattern analysis
- to develop a policy for sector policing
- to improve the ability to gather pro-active crime intelligence.

Selby Bokaba, communication officer and spokes-person for former National Commissioner Jackie Selebi, stated that the SAPS unveiled a Police Plan that is the latest strategy in crime prevention. The heart of the Police Plan is a

sector policing approach, where the South African Police Service will hunt down criminals everywhere. Van der Lingen (1996:11) stated that police officials prevent crime by reclaiming streets and rural areas from criminals. The idea is that this reclaiming can be achieved best by sector policing.

According to Leishman, Cope and Starie (1996:12), crime prevention has always required partnerships, and they stated that the future of the partnership approach, which includes the public as well as other law enforcement agencies, is integral to the future of policing. Crime prevention should not only be aimed at reducing crimes, but must also seek to reduce the fear of crime. A very important factor in prevention of crime is the mobilization of communities in wide ranging and co-ordinated partnership initiatives to deal with the incidence of crime at local level (Department of Safety and Security, 1997:15). The police should make full use of the visibility of crime prevention techniques in sector policing as alternatives to car patrols, including horse patrols and foot patrols as well as voluntary community service patrols.

Objective 24 of priority 5 (Department of Safety and Security, 1999-2000) is: "To present programmes, courses and training that will improve the competencies of all employees". These programmes are sector policing, community policing and human rights. Because the above are basic to policing, the respondents were asked if Sector Policing Guidelines should be inserted into the basic training of SAPS. Their responses were as follows:

Table 17: Sector Policing Guidelines should be part of basic training of SAPS

Sector Policing Guidelines should be part of basic training of SAPS	Frequency	Percent
Definitely disagree	5	1.5
Disagree	6	1.8
Uncertain	11	3.3
Agree	192	57.7
Definitely agree	119	35.7
Total	333	100.0

From the contents of table 17, we observe that 311 (93.4%) of the respondents were in agreement with the statement whilst 11 (3.3%) disagreed with the decision and 11 (3.3%) were not certain. This opinion by these groups is in line with what is contained in Sector Policing Guidelines that it should be part of basic training of the SAPS. This view expressed by the respondents is important and it may be an indication of satisfaction on how sector policing is being run. This may indicate that the respondents are now happy with service delivery and that the police activities are viewed in a positive light by the community. The different Police Districts showed differences pertaining to how strongly they supported this idea that the Sector Policing Guidelines should be part of the basic training of SAPS members. The detail is in the table below:

Table 18: Police District versus Sector Policing Guidelines should be part of basic training of the SAPS

Police district	Sector Policing Guidelines should be part of basic training of SAPS					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Vhembe	1	2	2	50	33	88
Mopani	1	0	3	44	40	88
Capricorn	3	4	3	49	34	93
Waterberg	0	0	3	49	12	64
Total	5	6	11	192	119	333

Chi-square 22.547; df 12; prob. 0.032

This table indicates that the subjects from Police District Mopani felt the strongest support for the statement that the Sector Policing Guidelines should form part of the basic training of SAPS members. These subjects' views were followed closely by the Vhembe and Capricorn subjects. The subjects from the Police District of Waterberg were the least convinced that this should take place. The reason for these differences can be linked to the assumption that the sectors were mostly established at rural villages such as Vhembe and Mopani. These two Police Districts are leading in terms of sector policing in Limpopo Province.



## 2.4 THE IMAGE OF THE POLICE IN A CHANGING SOUTH AFRICA

Policing as a set of activities and processes is something that may be executed by a variety of professionals as well as by ordinary people. This may be a group of professionals employed by the state in a dedicated organization called the police with a broad mandate of crime control and order maintenance (Erasmus, 1991:3).

On the 2nd of February 1990, former President De Klerk irreversibly changed the course of South African history. This study wishes to suggest that the nature of the change brought by the former President De Klerk's reform programme is of a very specific kind with particular consequences for the functioning and the image of the police.

It is suggested that the police hold the key to the successful transformation of South African society. On the one hand, the government and the officers of the state look to the police to maintain sufficient stability and law and order to enable the state to continue functioning. It suggests that failure in this field would wreck the entire process of transformation. According to Van Rooyen (1994:52), the police role since 1994 has been redefined, that is from a police force serving a government to a police service serving the public. There should be a new approach to discipline within the police service. The discipline now required should be the personal and professional aspiration to, and execution of, accepted policing principles, respect for a democratically based charter of human rights, and compliance to formalize police codes of behaviour and ethics (Newburn, 2003:137).

Traditional policing as opposed to sector or community policing was characterized by a hierarchical command structured in which power was mainly vested in legislation. In contrast to this, sector policing is based on the decentralization of power, with a lower informal hierarchical organizational structure to fulfill the needs of the members of the community (Newburn, 2003:85).

Political parties and organizations (including Trade Union Federations) introduced community policing in South Africa with the signing of the National Peace Accord on 14 September 1991. This National Peace Accord was spearheaded by a group of churches and business leaders concerned with the rising tide of violence in South Africa (Furlonger, 1993:7). The Accord signified that the participants sought to bring an end to political violence in South Africa and to set out the codes of conduct, procedures and mechanisms to achieve this goal. Socio-economic reconstruction was made a priority in order to achieve some measures of stability and to consolidate the peace process (Furlonger, 1993:10-11). The National Peace Accord included the following statements concerning the relationship between the police and the community (National Peace Accord, 1991:3):

- the police force has a central role to play in terminating the violence and in preventing the future perpetration of such violence
- the perception of the past role of the police has engendered suspicion and distrust between the police and many of the affected communities
- in recognition of the need to promote more effective policing, a commitment to sound policing practices and a co-operative relationship between the police and the communities is necessary.

The National Peace Accord (NPA) tried to harness the former South African Police (SAP) into a discourse. It imposed a code of conduct on each police officer. It set up regional and local dispute resolution committees on which the community members were only one of many represented interest groups.

During 1992, Community Police Liaison Forums were established and these have become known as Community Police Forums (CPF's). Prior to this, South Africa did not have a history of community-oriented policing. In April 1997, the Department of Safety and Security issued a Policy Framework and Guidelines. This heralded a new era in community policing in South Africa (Fox, Van Wyk & Fourie, 1998:784).

According to Pillay (1998:102), the adoption of community policing and sector policing did not only bring about many drastic changes in the crime situation in

South Africa, but it changed the manner in which the South African Police Service regards the crime situation. Cawthra (1994:163) observed that many senior police officers recognized the imperative for change and formally committed to a different way of operating.

As South Africa settled under what was referred to as the “new dispensation”, the Government of National Unity (GNU) moved quickly to create a unified South African Police Service (SAPS), and to put in place some of the institutional mechanisms which were deemed necessary to secure its legitimacy in the eyes of a skeptical public. Only 18 months after the country’s first democratic elections, the *South African Police Service Act (Act No.68 of 1995)* received Presidential assent. In accordance with the 1993 Interim Constitution, chapter 7 of the Act made detailed provision for community consultation to take place in Community Policing Forums. This was followed by the publication in May 1996 of the *National Crime Prevention Strategy* (Department of Safety and Security, 1996) that was aimed at establishing a comprehensive policy framework for government action on crime. The NCPS sought to maximize the participation of civil society in mobilizing and sustaining crime prevention initiatives. Adams (1994:894) made a comparison between sector policing and traditional policing; the comparison is illustrated below:

Sector Policing	Traditional Policing
Sector commanders are involved in a day-to-day policing of their sectors and thus have regular constant contact with the citizens in the community sector.	There is an irregular contact between the police and the community
The public perceive the sector commander who offers concrete help as real	The public feel that police officers are strangers whose assistance is sporadic and limited
The sector commander is visible in the community	The police officer is seldom seen on the street
Police accountability is ensured by the residents receiving the service	Police accountability is ensured through formal supervision
Sector commanders are seen as having a stake in the community	These officers are viewed as outsiders with a limited stake in the community
To solve problems of crime in partnership with the community	To change the attitudes of hostile communities and to project a positive change of the police
Sector policing requires everyone to try and implement the principles through their actions	The staff personnel’s duties are bound by a narrow definition of their goals
Sector policing encompasses restructuring and organizational change	Traditional organization remains largely in effect, with no fundamental change
Service providers are encouraged to become	Service providers stick to their traditional rules

involved in solving problems	
Members of society are encouraged to solve as many of their own problems as possible and to assist neighbours	Members of society are encouraged to volunteer, but are requested to accept more government services

It is important to note, as has been demonstrated in South Africa and internationally, that problems-oriented partnership strategies for policing produce positive results in terms of reducing crime (Van Rooyen, 1994:15).

Against this background it can be stated that sector policing is based upon a mixture of reactive as well as proactive policing which means that the police assist when called upon (reactive) as well as seek to prevent crime (proactive).

To achieve these objectives, a policing strategy that would increase the effectiveness and efficiency of the police and bring the policing function or service delivery even closer to the community, should be implemented (Sarre, 1997:6).

The respondents were confronted with a statement to access their views regarding this issue.

Table 19: Sector policing takes service delivery closer to community

Sector policing takes service delivery closer to community	Frequency	Percent
Definitely disagree	2	.6
Disagree	6	1.8
Uncertain	13	3.9
Agree	156	46.8
Definitely agree	156	46.8
Total	333	100.0

The table above indicates that 312 (93.6%) of the respondents agreed that sector policing takes service delivery closer to the community whilst only 8 (2.4%) disagreed with the statement. Some 13 (3.9%) were not certain. It is interesting to see that respondents feel that sector policing takes service

delivery closer to the community. In practice, it is a known fact that sector policing brings the police into daily contact with their clientele. This nearly 94% agreement with the statement clearly indicates that the majority of the respondents indeed experience sector policing as a police strategy that brings them closer to the public they are serving.

The Police District from which the respondents came had an influence on their views in this regard.

Table 20: Police District versus sector policing takes service delivery closer to the community

Police district	Sector policing takes service delivery closer to the community					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Vhembe	0	0	2	39	47	88
Mopani	0	1	2	42	43	88
Capricorn	2	5	2	44	40	93
Waterberg	0	0	7	31	26	64
Total	2	6	13	156	156	333

Chi-Square 26.633; df 12; prob; 0.009

The above table illustrates how the respondents of the Vhembe, Mopani and Capricorn Districts in the sample supported this statement. The respondents from Waterberg District did not agree as strongly as the other respondents. These differences can be understood against the background of the fact that the police training centre is in the Police District of Vhembe – suggesting that the knowledge base of sector policing might be stronger there than in the other Districts.

## 2.5 CURRENT STATUS OF SECTOR POLICING IN SOUTH AFRICA

In 2005, two major developments placed sector policing not only within the strategic focus of the police, but also perceptibly changed the focus of sector policing. In the Strategic Plan for the South African Police Service 2005-2010,

it is stated that sector policing is the main focus area and method of the SAPS's approach to the normalizing of and bringing about of efficient and effective crime prevention. The normalization of crime over the period 2004-2010 is indicated as phase 2 of the National Crime Combating Strategy, following on phase 1 which was aimed at the stabilizing of crime over the period 2000-2003 (Burger, 2006:77). To access the views of the respondents regarding this important aspect, they were asked to react to the statement that sector policing is effective in crime prevention. With regard to this issue the respondents reacted as follows:

Table 22: Sector policing is effective in crime prevention

Sector policing is effective in crime prevention	Frequency	Percent
Definitely disagree	4	1.2
Disagree	3	.9
Uncertain	5	1.5
Agree	183	55.0
Definitely agree	134	40.2
Total	329	98.8
No response	4	1.2
Total	333	100.0

From this table we deduct that 317, nearly 95% of all respondents, felt that sector policing does have an impact in preventing crime. The difference between the positive and negative respondents is great and significant. Only seven (2.1%) of all the respondents disagreed with the statement whilst 1.5% were uncertain. Four did not respond. This shows that nearly all the respondents irrespective of their biographical data agreed with the statement that sector policing is effective in crime prevention.

The Police Districts differed in their support for this statement.

Table 23: Police District versus sector policing is effective in crime prevention

Police district	Sector policing is effective in crime prevention					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Vhembe	0	0	1	57	30	88
Mopani	2	0	3	36	47	88
Capricorn	2	3	0	45	40	90
Waterberg	0	0	1	45	17	63
Total	4	3	5	183	134	329

Chi-square 30.627; df 12; prob. 0.002

According to table 23 above, the following statistically significant differences were recorded: the Vhembe subjects were the most in agreement with the statement, followed by the Capricorn subjects who were less in agreement with it. Then followed the reactions of the Mopani subjects who were less convinced about it, and the Waterberg District, who felt less strongly about it. Again, it is proposed that this finding points to the fact that the training centre for police officials is in the Vhembe District – thus the stronger support for it from that District.

It is also noteworthy that the educational qualifications of the respondents had an impact on their views pertaining to the effectiveness of sector policing.

Table 24: Educational qualification versus sector policing is effective in crime prevention

Highest qualification	Sector policing is effective in crime prevention					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Below grade 9	0	1	0	1	1	3
Grade 10 - 11	1	0	1	14	8	24
Grade 12	2	2	4	114	71	193
Diploma	1	0	0	39	39	79
Degree	0	0	0	15	15	30
Total	4	3	5	183	134	329

Chi-square 45.815; df 16; prob. 0.000

Table 24 above clearly shows – with statistically high significance between the differences – that those subjects with qualifications below grade 11 and those with tertiary degrees were less convinced that sector policing is effective in crime prevention. Furthermore, those with the qualification of grade 12 were the most convinced about it, followed by those with a diploma.

It is not clear why these differences are so marked – especially the apparent agreement between those with the lower and those with the higher qualifications. It might be due to the assumption that those with the lower qualifications do not have enough information (and that makes them skeptical) and those with the higher qualifications have more information (and that also makes them skeptical). One can also argue that the experiencing of sector policing as effective is more within the experience of the grade 12 respondents. Clearly, this finding needs further research if the answers to these differences are to be accessed with some measure of certainty and validity.

The responsibilities of each sector are also indicated by the strategic plan. Each sector will be responsible for the provision of visible policing, crime deterrence, quick response to crimes, partnership and problem-solving projects. Although there are still references to the addressing of specific crime problems and to problem-solving projects, attention has clearly moved from what can be called “idealistic policing” (i.e. what the police cannot do, e.g., solving socio-economic problems) to “realistic policing” (i.e. the things the police can do, e.g. visible policing, deterrence, quick response, etc).

The Strategic Plan also addresses the personnel and other resource requirements of sector policing. It is stated that the personnel will further increase to 158 000 in 2006 financial year and to 165 850 by the end of March 2008.

The Annual Report of the South African Police Service for 2004/2005 provided the figures for the presidential and priority stations. In this regard it is reported that 103 (80.4%) of the 128 sectors (they have slightly increased) in the presidential stations are fully activated.



The second major development was the announcement of the *Policy Document (4 of 2005) on Sector Policing*. The policy document replaced the *Final Draft National Instruction on Sector Policing*. This *Policy Document on Sector Policing* was clearer and more practical than anything before and, more important, it subtly changed the focus of sector policing from community policing to community safety. Although the *Policy Document* still referred to the addressing of root causes of crime, it continues to link Sector Crime Forums to Community Police Forums. The CPFs and SCFs should deal with all the safety and security measures in a sector. It is clear that the primary objectives of sector policing are the “individual and unique” safety and security needs of each sector (Burger, 2006:77).

Confronted with a statement in this regard, the responses of the research group were as follows:

Table 25: Sector Crime Forum deals with safety and security measures in the sector

Sector Crime Forum deals with safety and security measures in the sector	Frequency	Percent
Definitely disagree	2	.6
Disagree	12	3.6
Uncertain	17	5.1
Agree	188	56.5
Definitely agree	114	34.2
Total	333	100.0

The table reveals that 90.7% of the respondents were positive about the statement while 4.2% of the respondents were negative. Some 5.1% were not sure about it. The mere fact that the biggest number of respondents still feel that the Sector Crime Forum can play a vital role in solving crime is very encouraging. This observation by the respondents is of utmost importance for the research. The respondents felt that the Sector Crime Forum should have a role in the day-to-day functioning of the police. This finding is extremely important in that it shows a change of mind and attitude on the part of police officials. This is an indication that SCF is welcomed in the police organization. This shows that SCFs in Limpopo Province are already bearing fruit. The

table that follows illustrates the statistically highly significant differences between the subjects from the different Police Districts.

Table 26: Police District versus Sector Crime Forum deals with safety and security in the sector

Police district	Sector Crime Forum deals with safety and security in the sector					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Vhembe	0	0	1	52	35	88
Mopani	1	4	4	39	40	88
Capricorn	1	7	3	55	27	93
Waterberg	0	1	9	42	12	64
Total	2	12	17	188	114	333

Chi-square 35.972; df 12; prob. 0.000

The above cross tabulation shows that the subjects from the Police District of Vhembe agreed more strongly with the statement that the (SCFs) Sector Crime Forums are dealing with the safety/security issues of their sector. The difference is, statistically speaking, highly significant. The reason why the subjects from this Police District felt stronger about it can – again – be linked to the training centre being in that District.

The preferred language the respondents speak also registered statistically significant differences regarding the very same issue.

Table 27: Home language versus Sector Crime Forum deals with safety and security in the sector

Home language	Sector Crime Forum deals with safety and security in the sector					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Afrikaans	0	3	0	2	2	7
English	0	0	0	1	3	4
Venda	0	1	1	38	19	59
Pedi	1	3	11	92	49	156
Tsonga	1	4	4	54	38	101
Other	0	1	1	1	3	6
Total	2	12	17	188	114	333

Chi-square 47.940; df 20; prob. 0.000

The table above shows that Pedi-speaking police officials were more convinced than the Tsonga speakers that the Sector Crime Forums at their residential places dealt with safety and security to fight against crime. This finding is statistically speaking, highly significant. Another difference is the indication that the Afrikaans- and English-speaking groups are not so convinced that sector policing is implemented properly in their vicinity.

As time went on, sector policing became a revolutionary re-conceptualization of police organization in South Africa. It vested power in autonomous groups of officers who were accorded responsibility for providing police service to neighbourhood or community. The groups of officers would work closely with residents in defining their self-assigned mission. Sector policing is a policing technique which is determined by strategies, tactics and outcomes based on police–community consent. It is important for a democratic policing style. It is also important because it is a key component of an export drive from the West in the development of a new policing structure in transitional societies (Brogden & Nijhar, 2005:2).

Due to the fact that sector policing involves the communities it serves to such a great extent, the respondents were asked to respond to the statement that sector policing is important for the facilitation of a democratic policing style. Their views pertaining to this matter were as follows:

Table 28: Sector policing is important for a democratic policing style

Sector policing is important for a democratic policing style	Frequency	Percent
Definitely disagree	2	.6
Disagree	7	2.1
Uncertain	12	3.6
Agree	182	54.7
Definitely agree	130	39.0
Total	333	100.0

From the contents of table 28, a very positive reaction was derived from the respondents, as 93.7% said that they were in favour of sector policing as an

important part of a democratic policing style. Very few of the respondents did not want to commit themselves (3.6%) and those who declared themselves not in favour of sector policing as a democratic policing style were only 2.7%. The result is not surprising that to a certain extent the community is happy with the involvement in policing matters.

The subjects from the four different Police Districts differed with statistical significance pertaining to the importance of this statement. The detail is in the table below.

Table 29: Police District versus sector policing is important for a democratic policing style

Police district	Sector policing is important for a democratic policing style					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Vhembe	0	1	1	50	36	88
Mopani	0	1	5	37	45	88
Capricorn	2	4	3	48	36	93
Waterberg	0	1	3	47	13	64
Total	2	7	12	182	130	333

Chi-square 27.010; df 12; prob. 0.008

Table 29 above illustrates the significant differences between the subjects of the four Police Districts. Vhembe District's subjects were more convinced that sector policing is important for a democratic policing style than the subjects from the other districts. The reason for this is that the training institution of the police is based in the Vhembe District and this might have influenced respondents of the Vhembe Police District to attend courses about sector policing.

Sector policing and problem-solving have been adopted by the South African Police Service as its operational philosophy. This concept of sector policing is not only a practical manifestation of community policing but also a step towards the development of modern democratic policing style for the current century and thus addresses the safety and security needs of every inhabitant

of South Africa. Sector policing employs methods that cause the police to work closely with the citizens (Trojanowicz, Kappeler & Gaines, 2002:6).

In South Africa, there are numerous factors that led to the advent of sector policing as a style of policing. Traditional policing or police force proved to be a failure in many aspects. Due to the failure of traditional policing there was a decline in mutual trust, participation and respect between the police and the community. Sector commanders were expected to use problem-solving methodologies associated with community policing to address crime prevention from youths loitering on street corners (Maroga, 2003:15).

The need for partnership in policing was first identified by Van Heerden in his 1986 study. He indicated that there was a dire need for change from the traditional policing to democratic policing. Hence sector policing is not new; it has been there before democracy took place in South Africa. Sector policing dictates that the police follow the will and public approval of the community when dealing with situations and enforcing the law.

The respondents were asked to give their views about the importance of public approval and they responded as follows:

Table 30: Public approval is important for sector policing to succeed

Public approval is important for sector policing to succeed	Frequency	Percent
Definitely disagree	4	1.2
Disagree	11	3.3
Uncertain	15	4.5
Agree	190	57.1
Definitely agree	113	33.9
Total	333	100.0

A very positive response emanated from the response group, as 303 (91%) felt that sector policing needs public approval to succeed. The respondents who did not agree with the statement that the police should get public approval were 15 (4.5%). Very few respondents (4.5%) did not want to commit themselves.

It is very important that there should be consultation between the police and the community in order that knowledge of, and understanding for, the local problems can be discussed. Police officers are in daily contact with the community and they are in a good position to judge as to what extent teamwork is fostered or not. On the other hand, the views of the community should also be respected. Table 31 below indicates the statistically significant differences that were recorded during this research pertaining to this statement.

Table 31: Sector commander versus public approval is important for sector policing to succeed

Sector commander	Public approval is important for sector policing to succeed					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Yes	2	4	0	30	18	54
No	2	7	15	159	94	277
Total	4	11	15	189	112	331

Chi-square 9.519; df 4; prob. 0.049

From the above table, clearly those who are executing sector policing activities as sector commanders agreed less strongly with the statement than those who are not sector commanders. The reason for this could be the fact that there are some sector commanders who are not fully participating in these types of police activities and the lack of involvement of sector commanders in policing sectors. The station commissioner and his/her management team must identify the most suitable candidates amongst police members to be appointed as full time sector commanders. Pertaining to language, the views of the participants also differed with high statistical significance regarding to this matter. The detail is reflected in table 32.

Table 32: Home language versus public approval is important for sector policing to succeed

Home language	Public approval is important for sector policing to succeed					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Afrikaans	0	2	2	2	1	7
English	0	0	0	1	3	4
Venda	0	2	3	36	18	59
Pedi	4	5	4	97	46	156
Tsonga	0	2	5	52	42	101
Other	0	0	1	2	3	6
Total	4	11	15	190	113	333

Chi-Square 41.317;df 20; prob 0.003

Table 32 shows that Pedi-speaking group was more convinced than the Tsonga speakers that public approval is important for sector policing to succeed. They were followed by the Venda-speaking group. This finding, statistically speaking, is highly significant. Clearly the differences can be attributed to the fact that this policing technique is not fully implemented in the other language speakers.

The hallmark of sector policing is that policing is tailored to neighbourhood needs. The police operate out of offices, in school, public housing and even in decentralized areas so that the police are more approachable to the citizens. When the police are accessible, citizens are more likely to co-operate with the police to provide crime related information. Other factors that led to the advent of sector policing include (Pule, 2006:11):

- lowering of community respect for the police officials
- high incidence of crime and low morale amongst police officials
- the police were militarized, politicized and bureaucratized to such an extent that there was a huge gap between the police and the community
- the police were not regarded as the protectors but as the arch-enemies of the community.

In Wilson et al. (2001:15), Burgess divided areas up into a series of beats and each police constable was given a beat card that described the route that had to be walked. He was expected not only to get to know who lived on her or his beat or sector, but also to check doors, locks, shutters and windows. The goal was to prevent crime from happening. Burgess went as far as suggesting that if a burglary occurs on a sector commander's area then that sector commander must have been at fault.

For sector policing to be successful, there must be some level of geographical permanence – that is officers must work in a geographical area on a permanent basis so that they become familiar with the residents, activities and social problems in that sector. The assigned officers hopefully will come to identify with the area and take greater care in safeguarding it and working to solve its problems. Once there is a level of geographical accountability within police departments, officers and units will respond more effectively to citizen and neighbourhood needs and demands (Trojanowicz et al., 2002:13).

Because this is an aspect of sector policing where the rubber nearly hits the road, the subjects were asked about their views pertaining to this issue as well.

Table 34: Sector commander knows the people and problems in his sector

Sector commander knows people and problems in his sector	Frequency	Percent
Definitely disagree	4	1.2
Disagree	3	.9
Uncertain	16	4.8
Agree	157	47.1
Definitely agree	153	45.9
Total	333	100.0

According to table 34, 310 (93.1%) of the respondents stated that through sector policing, the sector commander gets to know the people and the



problems in his/her sector. Very few (2.1%) did not agree with the statement whilst (4.8%) were not certain. Once a sector commander knows the people and the problems within the sector, then he/she can respond more effectively to citizen needs and demands, and much policing will be effective and efficient.

The table that follows illustrates the statistically highly significant differences between the subjects from the different Police Districts.

Table 35: Police District versus sector commander knows the people and problems in his sector

Police district	Sector commander knows the people and problems in his sector					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Vhembe	0	0	1	45	42	88
Mopani	0	1	4	34	49	88
Capricorn	4	2	7	47	33	93
Waterberg	0	0	4	31	29	64
Total	4	3	16	157	153	333

Chi-Square 23.543; df 12; prob 0.023

In the sample, the subjects of Vhembe were strongly in agreement with the statement that the sector commander (should) know the people and the problems in the sector. They were followed by Mopani, Capricorn and Waterberg. The reason for this could be that the SAPS members working in this district are more aware of the requirements of sector leaders because the training facility for the SAPS is in this District.

## 2.6 SECTOR POLICING STRATEGY

In Belfast Ireland, the Royal Ulster Constabulary (RUC) exchanges personnel with area schools. An officer replaced the teacher and then the teacher worked for the RUC. In this way, they became familiar with one another and what they are doing for the community (Friedman & Fourie, 1996:36). In Scotland, the Strathclyde Police in Glasgow assigned an Inspector to work full time with the local renewal council. This officer ensures that crime prevention

is built into every project that is undertaken, from renovation to recreational facilities and schools (Friedman & Fourie, 1996:36). Studying the police in Britain and USA, a British Sociologist, Michael Banton observed, "Police work in the future is going to depend more upon public co-operation than it does at present". A feeling exists that more people with business and other experiences should be appointed to local police authorities to replace existing elected members (Hebbenton & Thomas, 1995:126). The best defence against crime is a community of individuals who respect one another. However, for sector policing to succeed the citizens in the neighbourhoods must also be willing to hold themselves accountable. Neighbourhood policing creates a partnership between the police and the citizens and a key component of sector policing is to take more police officials back on the community sector (Eggers & O' Leary, 1995:5). In some states in America, the patrolling of the streets is getting more and more attention.

Lord Scarman identified the lack of community support for policing methods in his report on the Brixton riots of 1981. He thought that this was a contributory factor in the outburst of anger of young black people against police. This report also argued that effective policing in a democratic society is dependent on consultation that could be achieved through liaison between the police and the community (Jagwanth, 1994:167). In 1987, the Home Office started a crack crime initiative. The campaign was started by advertising on television, posters as well as guidance booklets that were offered to the public free of charge. There was an escalation of drug dealing and prostitution in and around the Kings Cross area and it was decided to establish a joint working party in this area. The police were involved as well as the district health authority, the councils of Camden and Islington and Local Community Groups. The police established a dedicated team of officers to target drug dealing in the area. The operation resulted in a reduction of drug dealing in and around Kings Cross. The effect of the above is a clear illustration that community consultation can reduce crime.

The respondents were asked to register their views in this regard.

Table 36: Community consultation improves service delivery

Community consultation improves service delivery	Frequency	Percent
Definitely disagree	2	.6
Disagree	3	.9
Uncertain	11	3.3
Agree	157	47.1
Definitely agree	158	47.4
Total	331	99.4
No response	2	.6
Total	333	100.0

From table 36, we see that the overwhelming majority (94.5%) of the respondents stated that community consultation is very important in improving service delivery and 5 (1.5%) did not agree with the statement. Only 11 (3.3%) of the respondents did not want to commit themselves. This generates the feeling that the police want to involve the community in fighting crime so that they will know the environment better in which they operate.

## 2.7 CONCLUSION

The concept of sector policing was imported from the UK and US to South Africa. The need for sector policing was identified after the democratic government came into existence in South Africa. Again, sector policing was introduced in Johannesburg policing area during April 2000 as part of a more comprehensive pilot project in search of new policing model. The SAPS has embarked on a restructuring process aimed at strengthening police stations in an effort to implement sector policing and improve service delivery to the community. The foundation for the development and improvement of departmental policing was laid down during 1996. It has been suggested that the police hold the key to the successful transformation of South African society. Since 1994, the police role is being redefined, that is, from a police force serving the government to a police service serving the public. Sector policing and problem-solving have been adopted by the South African Police

Service as its operational philosophy.

The findings of this chapter's empirical research also indicated that the majority of the subjects supported the notion that partnership policing should be promoted by the policing sectors. More than half stated that there was enough manpower to make sector policing work. It is also interesting to note that more subjects from the Pedi-speaking language group agreed with the latter statement, and also the subjects from the Vhembe District, as well as those subjects who have worked less than 5 years for the SAPS. The empirical research also registered that the subjects were sure the sector commanders know their work – this statement was supported more in the Mopani District and more by the married subjects.

Pertaining to crime prevention, the vast majority were sure sector policing is promoting more effective crime prevention, that it should be part of basic training (Mopani District agreed more), that it brings policing closer to the community (more supported by Vhembe District). The respondents were also convinced that the Sector Crime Forums should be the organ to deal with the safety and security of the sector.

In the next chapter, the focus is briefly on sector policing in the USA and Britain, followed by a more comprehensive discussion of how it is applied in the RSA with special reference to its principles and implementation.

## CHAPTER 3

### PRINCIPLES OF SECTOR POLICING

#### 3.1 INTRODUCTION

Many police services in the world today acknowledge that traditional policing actions and strategies have only limited value. This is the reason why most Western countries are applying the new approach to policing, i.e. sector policing. In 1979, the Council of Europe issued a Declaration on the police. This was based on the assumption that the full exercise of human rights and fundamental freedoms was guaranteed by the European Convention on Human Rights. Conventional histories describe the development of policing in Britain and the USA as very different from most European systems, which were often characterized by dual forces of civil and military or quasi-military types as in France, Spain and Italy.

Modern democratic countries like the United States, Britain and Canada have reached a watershed in the evolution of their system of crime control and law enforcement. The United States is a representative democracy that places great emphasis on the protection of individual freedom and liberties.

In this chapter, the starting points of sector policing in the USA and Britain are discussed briefly to set the background for the implementation of the principles of sector policing in South Africa.

##### 3.1.1 Sector Policing in America

A great deal of research has been done on sector policing in the USA. Consequently, a considerable amount of literature is available and it is much more extensive than that of South Africa. It was dedicated to introducing team

and sector policing in America, especially in the cities, in order to create a better understanding of the relationship between the police and the communities that it was serving. It seems as if the relationship between the police and the community has been a cause of disagreement in American law enforcement and in many American communities.

Since the 1980s, sector policing has been implemented in the USA in many police departments, incorporating foot patrols, mini-stations and community impact teams. It was found that community success stories tended to be found in the smaller, homogeneous and affluent communities. Larger cities such as New York, Houston and Detroit were unable to significantly change their models of policing to a community-orientated approach (Berg, 1995:147). With the invention of two-way-radios, cars and computers, the police became increasingly removed from the community. However, during the 1990's there has been an emphasis on re-integrating policing with the community and the neighbourhood. In future, the police will depend more and more upon public co-operation. During 1990, the Bureau of Justice Assistance awarded grants to eight cities to implement Innovative Neighbourhood Oriented Policing (INOP) programmes. These programmes were designed to bring the police as well as the community into close problem-solving relationships. The results showed that the wide gap that exists between the promises of sector policing and the realities are at the operational level. In each of the cities that were studied, the researchers found little transition towards sector policing beyond the conceptual stage (Berg, 1995:147). In some areas in America, there has been significant progress in improving police and community relationships. A major problem however, which creates friction between the police and the community seems to be the use of deadly force by the police (U.S. Department of Justice cited in Dunham & Alpert, 1993:183).

New strategies of policing require new organizational arrangements as well as new roles for police personnel (Rosenbaum, Yeh & Wilkinson, 1994:333). The sector policing model recognizes that the police personnel will need freedom and also support from police management. Innovative police departments are adopting management styles where the employee participates. They are also

introducing new training programmes as well as creating other changes that will be conducive to a change towards the concept of sector policing (Rosenbaum et al., 1994:333). Without strong ties with the community, the police may never have access to information from the residents that could help to solve or deter crime. It is only when the residents from the neighbourhood really believe that the police are genuinely interested in the community perspectives and problems that they will begin to view the police as part of the community.

In the USA, the public wanted the police to take more action against less serious offences and inaction of the police caused genuine concern amongst the members of the community at large. This increased their dissatisfaction with the police. They also felt that maintaining and protecting the community's right to quality of life, by tackling crime, fear of crime and anti-social behaviour are proper police functions. The New York Police Chief Bill Bratton adopted a policing style whereby the officers were encouraged to tackle the quality of life offences that had been previously ignored and all staff members were accountable to the public for their performance (Dennis, 1998:3).

There are different interpretations and applications of the concept of sector policing internationally. According to the British model, it forms an integrated part of community policing. It is seen as a demonstration of the presence of the police in the community with the responsibility of forging close links with the public and developing policy systems of policing to meet specific needs of the local community.

In the USA, sector policing entails delegating responsibility for essentially all police services in a given neighbourhood to a team of officials who are seldom re-assigned. The major objectives are to reduce crime and to improve police–community relations in that neighbourhood (Draft National Instruction on Sector Policing, 2003:1).

Another application of the concept in the USA is problem-orientated policing by means of team policing. Team policing consists of a few members with experience in community-oriented policing strategies who are assigned to

specific areas in the city. The team acts as a link with other city departments, federal and state agencies, community groups and other specialized police units in its efforts to find long-term solutions to persistent community problems.

The concept of team policing originated in Aberdeen, Scotland in the late 1940s as an experiment to counteract low morale and boredom experienced by a single officer patrolling a quiet area. A change was made from the one-unit, one-beat method of patrol, to teams of five or ten patrolling an area divided according to concentration of crime and calls for service.

In the 1960s, the concept of team policing received considerable attention by criminal justice educators, planners, and practitioners. It was seen as a possible solution to the major problems faced by police departments with poor police-community relations, duplication of effort, the rise of crime and the increasing costs of police budgets. Team policing involves decentralizing the existing police organizational structure and reorganizing services into specific sub-units. The sub-units are based on geographic, ethnic, and other socio-economic boundaries found in particular communities. In each sub-unit, the team is charged with the allocation of patrol, investigation and other police services and programmes according to the needs of the community (Thibault, 1999:183).

In 1966, due to personnel shortages, the Coventry Constabulary in England began a form of team policing called unit-beat policing whereby constables were formed into teams and the team was assigned to a specific area. Information from the team was fed into a central collator that exchanged the information with other teams. Although the Aberdeen patrol method was abandoned in 1963, other British constabularies and a few American Police Forces have adopted similar plans.

In the United States, the urban and campus unrest of the 1960s brought forth renewed interest in police patrol tactics and police-community relations. It was generally concluded that a gap had developed between the police and the community. This was due to the decline of neighbourhood foot patrol officers



and abandonment of many precinct stations in favour of centralization. The 1967 Presidential Commission on Law Enforcement and the Administration of Justice recommended that agencies introduce team policing as a means to bridge this gap. Team policing was also expected to increase community involvement with crime prevention and investigation. Positive aspects of team policing are:

- The police service rendered by the team becomes more personal to the community, and in turn, the relations between the police and the community are improved.
- Team policing provides a flexible structure for its members in that innovation is made possible and professionalism is increased by the development of shared knowledge and peer review.
- Patrols and investigatory functions are merged into one task, thus eliminating the social barriers, communication and status conflict between uniformed and plainclothes personnel.
- A reduction is attained in the chain of command in that decision-making is made by supervisors and operational personnel.
- Each member of the team is given a chance to utilize discretion and enhance personnel skills. As a result, greater work satisfaction is expected (Thibault, 1999:184), and
- For the police to operate in an ever-changing society, they must be competent, open, fair, honest, transparent and responsive to the needs of citizens.

The police department will have to establish an effective partnership with the community as a whole with mutual trust and understanding as the foundation (Dunham & Alpert, 1993:186). The ultimate goal of internal change in the management style of the police department will improve their service to the public. In Madison, USA, sector policing concepts are synonymous with a service philosophy, which the department labelled “Quality Policing”.

Because mutual trust and understanding is facilitated by transparency, the subjects were asked about this sensitive issue. They reacted as follows:

Table 37: SAPS should be more transparent in dealing with the community

SAPS should be more transparent in dealing with the community	Frequency	Percent
Definitely disagree	3	.9
Disagree	7	2.1
Uncertain	9	2.7
Agree	182	54.7
Definitely agree	131	39.3
Total	332	99.7
No response	1	.3
Total	333	100.0

From this table it is clear that most of the respondents – 313 of the 333 – (94%) felt that the police should be more transparent in their dealings with the community. This is a very positive attitude of the respondents. Nearly 3% did not agree with the statement and 10 (2.7%) were not certain. This means these police officials are ready for the direct involvement with community members and they are ready to begin to view the police as part of the community.

Table 38 below shows the statistically highly significant differences that were recorded between the Police Districts with reference to the statement that SAPS should be more transparent in their dealings with the community.

Table 38: Police District versus SAPS should be more transparent in dealing with the community

Police district	SAPS should be more transparent in dealing with community					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Vhembe	0	1	0	58	29	88
Mopani	1	0	3	37	47	88
Capricorn	2	5	6	45	34	92
Waterberg	0	1	0	42	21	64
Total	3	7	9	182	131	332

Chi-square 32.133; df 12; prob. 0.001

Police District Vhembe's subjects were more in agreement with this statement than those from Police District Mopani. On the other hand, Mopani District's respondents were more convinced about it than Capricorn's District. Capricorn District's participants were more assured about it than those from Waterberg. These differences should be understood in the light of the fact that the training facility for SAPS is in the Vhembe District. Therefore, one can expect that the SAPS working in this District might be more familiar with this principle of sector policing.

### 3.1.2 Sector Policing in Britain

In 1981, Community Consultative Forums were set up in Britain, on a non-statutory basis in certain areas especially in inner-city areas. Since 1985, consultation between the police and the local people has been regulated by statute (Stevens & Yach, 1995:52). Section 106 of the Police and Criminal Justice Act 1984 states that arrangements shall be made in each police area for obtaining the views of people in that area about matters concerning the policing of the area, for obtaining their co-operation with police in preventing crime in the area (Stevens & Yach, 1995:52). Policing consists of two overlapping areas, namely, prevention and detection of crime and the maintenance of public order.

There is increasing decentralization within the police in Britain. Responsibility for making operational decisions has been delegated to the community through the Neighbourhood Watch that has expanded rapidly since its origin in the early 1980's (Gilling, 1996:108). These powers, however, must be consistent with the strategy determined locally by the police authorities with their chief constables. Community police officers in Britain spend most of their time conducting commercial or domestic surveys, dealing with alarm problems, arranging talks and displays and join in activities that are related to crime prevention. They do not seem to have much time left for planning responses to particular problems, as this task falls mainly to the mainstream part of the police organization, which does not have much interest in crime

prevention. However, crime prevention is traditionally regarded as the police's job and the rhetoric suggests a partnership approach as we move towards the next century (Gilling, 1996:107-108). With sector policing, the emphasis is placed upon territorial exclusivity, maintaining stable and close ties with the citizens of the neighbourhood, participation in planning and management and an orientation towards results, presenting the police mission in the multi-specialist form. Such teams are composed of patrol and specialist officers and for example, detective or housebreaking task teams, who are all under the direction of the same team. The specialist officers continue to do the same tasks but receive greater assistance from the team officers.

Patrols or reaction units from other divisions could enter the team area only for backup purposes or in pursuit of a suspect. On the other hand, steps were taken to ensure that the team members did not have to respond to calls outside their jurisdiction. For all the teams, the formal and informal means of interaction were encouraged for discussing problems and sharing crime intelligence. Some of the teams and sector commanders had to attend weekly community meetings and In-service training for this purpose. For the full-service training teams, community relations was an important function that was conducted in a variety of ways ranging from scheduling meetings with community leaders to organizing sports programmes (Thibault, 1999:185). The subjects also had strong views regarding this aspect of sector policing in Limpopo Province. The respondents reacted as follows:

Table 39: Sector commander must attend community meetings

Sector commander must attend community meetings	Frequency	Percent
Definitely disagree	2	.6
Disagree	8	2.4
Uncertain	7	2.1
Agree	142	42.6
Definitely agree	172	51.7
Total	331	99.4
No response	2	.6
Total	333	100.0

From table 39, it is clear that most respondents, 314 (94.3%) do agree that the sector commander must attend the community meetings. These figures create a positive feeling that in general, both the police and the community should attend the community meetings. Ten (3%) were not in agreement with the statement and 7 (2.1%) did not want to commit themselves, whilst 2 did not answer the questions. However, one should bear in mind that the sector commanders are not office-bound, they are not usually overloaded with paperwork, and this does not necessitate community meetings to a certain extent. The respondents from the policing districts differed significantly from one another pertaining to this issue.

Table 40: Police District versus sector commander must attend community meetings

Police district	Sector commander must attend community meetings					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Vhembe	0	3	2	40	43	88
Mopani	0	0	1	27	60	88
Capricorn	2	4	4	40	41	91
Waterberg	0	1	0	35	28	64
Total	2	8	7	142	172	331

Chi-square 25.005; df 12; prob. 0.015

The above table demonstrates that Vhembe, Capricorn and Mopani were more convinced that the sector commander should attend community meetings than was the case with the participants in the district of Waterberg. One can explain these differences in terms of the influence the participants get from where they are working. It depends on the support received from the station management so that the members can learn more about sector policing philosophy.

Nearly all persons involved in the London schemes have committed themselves to the change of the atmosphere in the sectors. Previously, barriers have been built between the public and the police and now a general

caring attitude has developed in these sectors. In the other force, the Metropolitan Police, change to a recognizably area-based system of policing took a little longer and it was not until 1990, that sector policing was finally adopted as the standard pattern for the operational deployment of front-line personnel by Britain's largest police organization. The British experience of sector policing supports the community consultation, decentralization, problem-solving and the mobilization of public involvement in policing at local level (Dixon, 2000:18).

The United Kingdom (UK) research found that sector policing had ceased to exist in London within a decade of its implementation. The death knell was the introduction of another policing model – Borough Policing – in 1999, but many problems with sector policing had already been evident prior to that time. The key lessons for South Africa include the following (Dixon, 2000:5):

- difficulties in establishing sectors
- sector policing was unpopular inside the police organization
- insufficient resources and inadequate communication from the top of the police organization made it unlikely that sector policing would succeed.

In Britain, it was found that the highest support for sector policing was from persons of the higher income group living in modern houses and from the young families living in outer suburban houses. From this support, it can be seen that sector policing has had overwhelming success in London, it is gaining momentum, and many sectors are being set up every few months. These community members were trained about policing activities in order to protect their communities.

Regarding this matter, the participants reacted as follows:

Table 41: Community members must be trained in sector policing activities

Community members must be trained in sector policing activities	Frequency	Percent
Definitely disagree	6	1.8
Disagree	11	3.3
Uncertain	7	2.1
Agree	116	34.8
Definitely agree	193	58.0
Total	333	100.0

The above table indicates that 92.8% of the participants were in agreement with the statement while 5.1% of the participants did not agree with the statement. Only 2.1% were not certain. Clearly, these subjects would not shy away from training in sector policing activities.

Table 42 below demonstrates the statistically significant differences between the participants of the four Police Districts.

Table 42: Police District versus community members must be trained in sector policing activities

Police district	Community members must be trained in sector policing activities					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Vhembe	0	1	0	31	56	88
Mopani	1	3	3	22	59	88
Capricorn	5	6	4	39	39	93
Waterberg	0	1	0	24	39	64
Total	6	11	7	116	193	333

Chi-square 30.116; df 12; prob. 0.003

Mopani Police District was more convinced that the members of the community must receive training in sector policing than any of the other Police Districts. They were followed by Capricorn and Vhembe. Waterberg was the least convinced that this should indeed take place. These statistically significant differences can be explained with reference to the activities that the

police are experiencing during the execution of their duties. It might be that the respondents from this District are more aware of the need for such training than is the case at the other Districts.

### 3.2 ELEMENTS OF SECTOR POLICING

The *National Instruction on Sector Policing* (2003) defines the Sector Crime Forum as a structure in a sector (affiliated to the local CPF) where both parties, the community and police, are represented to discuss the safety and security issues of that particular sector. This forum is also regarded as an Operational Management Centre. Many of the subjects agreed with this view about the SCFs.

Table 43: Sector Crime Forum is an Operational Management Centre

Sector Crime Forum is an Operational Management Centre	Frequency	Percent
Definitely disagree	4	1.2
Disagree	15	4.5
Uncertain	31	9.3
Agree	198	59.5
Definitely agree	85	25.5
Total	333	100.0

According to table 43, 283 (85%) of the respondents stated that the SCF is an Operational Management Centre and 19 (9.3%) did not agree. Thirty-one (5.7%) of the respondents were not certain. This means that most respondents indicated that the SCF should be regarded as an Operational Management Centre (OMC). Home language had a statistically significant influence on the views pertaining to SCFs as OMCs

The impact of home language on this issue is seen in the table below.



Table 44: Home language versus Sector Crime Forum is an Operational Management Centre

Home language	Sector Crime Forum is an Operational Management Centre					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Afrikaans	1	2	2	1	1	7
English	0	0	1	1	2	4
Venda	0	1	4	38	16	59
Pedi	3	9	14	95	35	156
Tsonga	0	3	9	60	29	101
Other	0	0	1	3	2	6
Total	4	15	31	198	85	333

Chi-square 34.962; df 20; Prob.0.020

The Pedi-speaking police officials were more convinced that the SCFs are to be OMCs than any other language group. They were followed by the Tsonga- and Venda-speaking subjects of the sample. This finding suggests that the Pedi-speaking subjects (based on their cultural point of view) might be more satisfied with this type of organizational structure than is the case with the other language groups.

The subjects from the different Police Districts differed as to how strongly they supported this statement.

Table 45: Police District versus Sector Crime Forum is an Operational Management Centre

Police district	Sector Crime Forum is an Operational Management Centre					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Vhembe	0	0	4	54	30	88
Mopani	0	4	8	51	25	88
Capricorn	4	11	13	48	17	93
Waterberg	0	0	6	45	13	64
Total	4	15	31	198	85	333

Chi-square 40.299; df 12; prob. 0.000

The representatives of Vhembe in the sample supported this statement the strongest and they were followed by Mopani, Capricorn and Waterberg. The finding is, statistically speaking, highly significant. The reason for these differences could be that sector policing was established longer in the Vhembe and Mopani Districts, for that reason members are more knowledgeable about the functions of sector policing structures. Table 46 indicates the differences between the years of service in SAPS pertaining to this statement.

Table 46: Years of service versus Sector Crime Forum is an Operational Management Centre

Years of service	Sector Crime Forum is an Operational Management Centre					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Under 5 years	2	5	17	90	41	155
6-10 years	0	5	8	55	24	92
11-15 years	0	1	1	22	12	36
16-20 years	0	1	0	20	3	24
More than 21 years	2	3	5	11	5	26
Total	4	15	31	198	85	333

Chi-square 28.502; df 16; prob. 0.028

The table above illustrates that those respondents who have served the SAPS for less than five years were more convinced that the Sector Crime Forum is an Operational Management Centre. These respondents' views were followed by those with 6 to 10, 11 to 15, and 21 and above years of service. The reason for these differences can be the fact that those who have worked less than five years are still new from the SAPS College and those who have served six to ten years are not that familiar with the policies in this regard. They are more accustomed to these structures operating with the communities than the longer serving members.

### 3.2.1 Geographical Responsibility

This refers to the situation where the sector commander is well known to the local people. The sector commander and his team of officers should take ownership of the sector. They should also take responsibility for meeting as many of the needs of a particular sector as possible. This also promotes communication between the team members and the people they serve in order to promote co-operation, peacekeeping and identification of local problems. The idea that a team of police officers should take responsibility for meeting the policing needs of a small area, getting to know and be known by its residents and working population, and recognizing local problems as their own, lay at the heart of sector policing (Dixon & Rauch, 2004:14).

This means that the multi-function sector policing team (detectives, patrols and beat officers) should team up to work effectively as a team who takes ownership and responsibility for their designated geographical area. Service is the key issue.

### 3.2.2 Service Orientation

This refers to the provision of a professional policing service, responsive to the community needs, accountable for addressing the needs, promoting the concepts that the community is the client and the police service is the service provider.

To deliver this, the customers' needs must be taken into account as well as the needs of the members of the SAPS to enable them to provide a professional approach and customer-oriented service. Both parties must always be professional when exchanging and sharing service (Twala, 2000:36).

The respondents were asked to give their views pertaining to this issue as well. Their reactions are mentioned below:

Table 47: Sector commander has a professional approach towards sector policing

Sector commander has a professional approach towards sector policing	Frequency	Percent
Definitely disagree	12	3.6
Disagree	20	6.0
Uncertain	25	7.5
Agree	188	56.5
Definitely agree	87	26.1
Total	332	99.7
No response	1	.3
Total	333	100.0

Table 47 reveals that 275 (82.6%) agreed with the statement. This finding is very important. It indicates that the subjects expect the sector commander to act professionally. Twenty-five (7.5%) did not agree with the statement and 32 (9.6%) of the respondents were not certain. This finding supports the prevailing perception that the majority of respondents are happy about the way the sector commander approaches the members of the community in the sector. This research also registered statistically significant differences pertaining to level of qualification versus sector commander has a professional approach to sector policing. The finding is reflected in the following table:

Table 48: Highest qualification versus sector commander has a professional approach to sector policing

Highest qualification	Sector commander has a professional approach to sector policing					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Below grade 9	0	1	1	1	0	3
Grade 10 – 11	0	0	1	18	5	24
Grade 12	8	8	11	119	49	195
Diploma	3	7	5	38	27	80
Degree	1	4	7	12	6	30
Total	12	20	25	188	87	332

Chi-square 33.520; df 16; prob. 0.006

The above table shows the statistically significant data that illustrates that the respondents with grade 12 as their highest educational qualification agreed with the statement that the sector commander has a professional approach to sector policing. The reason can be that the sector policing philosophy and the application of its principles are more within the experience of people with this level of education. People with this educational level are more inclined to describe the sector commander as having a professional approach to his work.

The respondents from the different Districts were not equally convinced about the sector commander having a professional approach towards sector policing.

Table 49: Police District versus sector commander has a professional approach towards sector policing

Police district	Sector commander has a professional approach towards sector policing					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Vhembe	8	9	5	44	22	88
Mopani	1	3	5	48	31	88
Capricorn	0	4	11	55	23	93
Waterberg	3	4	4	41	11	63
Total	12	20	25	188	87	332

Chi-square 25.980; df 12; prob. 0.011

From the above table, it is clear that the subjects of Mopani and Capricorn are equally convinced about this statement. Next were the subjects of Police District Vhembe (former Venda), followed by Waterberg. A possible explanation for the difference could be that the subjects from the Mopani (former Gazankulu) as well as those from Capricorn (former Lebowakgomo) are more sensitive about professional policing than the other districts. They might be more on the look out for professional behaviour of the police and are therefore more inclined to recognize the same.

Confronted with a statement in this regard, the responses of the members of the various language groups of the research sample were as follows:

Table 50: Home language versus sector commander has a professional approach to sector policing

Home language	Sector commander has a professional approach towards sector policing					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Afrikaans	0	0	0	4	3	7
English	0	0	0	0	4	4
Venda	8	5	7	30	9	59
Pedi	2	7	14	98	34	155
Tsonga	2	8	4	53	34	101
Other	0	0	0	3	3	6
Total	12	20	25	188	87	332

Chi-square 47.978; df 20; prob. 0.000

Table 50 shows the statistically highly significant differences. Subjects of the Pedi- and Tsonga-speaking groups were more convinced than other language groups. The reasons for these differences are not clear. Further research is needed to investigate these differences.

### 3.2.3 Problem-Solving Policing

The problem-solving approach to policing was officially born in April 1979. It was introduced as a phrase in the subtitle of an essay (Toch, 1997:3). It refers to problem-oriented policing, or joint identification of conflict, and the development of innovative measures to address recurring problems. It is a cornerstone of sector policing. It involves conflict resolution and the creation of problem-solving methods to address problems related to service delivery.

Problem-solving policing and sector policing both make virtues of proactive as opposed to reactive responses to crime. Both problem-solving and sector policing primarily focus on prevention, but also include reacting to crime. Both

call for solutions tailored to the particular problems and circumstances at hand rather than relying on the more generalized techniques like patrol and investigation. Both view deterring and incapacitating offenders as only one of many different kinds of intervention. The intervention that might be mounted by the police, contemplates the police organizing interventions that depend on co-operation with agencies and other actors beyond the boundaries of the police organizations (Toch, 1997:269).

There are four (4) types of problem-solving policing, namely (Memory & Argon, 2001:85):

- innovation: involves use of an entirely new idea
- invention: refers to problem-solving which involves the use of existing principles idea or solution
- adapting and using a known solution: this involves adoption of a known solution and the use of it in a way that is somewhat similar to, or related to, its previous use
- imitation: this is clearly non-innovative in that it involves using proven problem solutions as they have previously been used.

Problem-solving consists of the following four steps or processes (Trojanowicz et al., 2002:16):

- specific identification of a problem
- careful analysis of the problem and its attributes
- identification of possible solution and
- implementation of a solution and a subsequent evolution to measure the effectiveness of the solution. Simple questions such as, what is the problem; what is causing the problems and what can I do to resolve it; are often asked. Effective solution requires comprehensive responses.

When effective problem-solving occurs, solutions that go beyond traditional police responses become the norm. It is a strategy based on the assumption

that crime is successfully controlled by discovering the underlying reasons or causes for crimes, which indeed frustrate the mutual relationship (Jagwanth, 1994:169). In order to access their views in this regard, the subjects were interrogated with a statement that SAPS and the community solve the recurring problems of the sector jointly.

Table 51: SAPS and the community solve recurring problems in the sector

SAPS and the community solve recurring problems in the sector	Frequency	Percent
Definitely disagree	2	.6
Disagree	2	.6
Uncertain	9	2.7
Agree	177	53.2
Definitely agree	142	42.6
Total	332	99.7
No response	1	.3
Total	333	100.0

According to table 51, the overwhelming majority of respondents (319 or 95.8%) were positive about the statement whilst very few were negative (1.2%). Four (2.7%) were not certain about the statement that both the police and the community should identify and solve recurring problems in the sector. This view expressed by the respondents is very important and it may be an indication of satisfaction on how the subjects are experiencing sector policing. No statistically significant differences were recorded regarding this issue.

### 3.2.4 Community Consultation

Community consultation refers to formal arrangements for police consultation with communities. A former South African Police Board delegation visited London in late 1993 as guests of the British Government. The purpose was to study the British model for police community consultation whereby the police and the community should have consultation when the police plan their crime prevention activities. The meeting between the two parties was used for that



purpose. The model of community consultation adopted in the guidelines for sector policing in London had proven a success as a means of identifying local problems and mobilizing public support for police efforts to resolve crime (Dixon & Rauch, 2004:49).

### 3.2.5 Police Accountability

Police accountability refers to the creation of a culture of accountability for addressing the needs and the concerns of communities. Creating mechanisms and processes through which the police can be made answerable to community concerns and requests has been outlined in section 221 of the Constitution and section 18 of the *Police Service Act, no 68 of 1995*.

According to Peak, Gaines and Glensor (2004:170), accountability refers to whether or not resources are used for their proper purposes and infers that the police are public servants and consequently should provide services that meet public concerns and needs (Dixon & Rauch, 2004:52).

In 1992, at a conference in London entitled “Capital policing Europe”, Assistant Commissioner of the Metropolitan Police, Peter Winship, stated that sector policing was a partnership approach to policing and flexible to the varied policing needs of a plural community (Winship, 1999:1).

Sector policing is a step towards the development of a modern and democratic policing style for the present century. The major part of an increasing local accountability was the setting up of Sector Working Groups. These are Local Consultative Forums known as Community Police Forums (CPFes), which enable the public to help the police in setting priorities for sectors. This characteristic of sector policing – joint accountability for the demarcation of the sector boundaries was also received very well by the respondents.

Table 52: CPF should be involved in the demarcation of sector boundaries

CPF should be involved in the demarcation of sector boundaries	Frequency	Percent
Definitely disagree	4	1.2
Disagree	8	2.4
Uncertain	11	3.3
Agree	193	58.0
Definitely agree	117	35.1
Total	333	100.0

This table reflects that 310 (93.1%) of respondents agree with the statement while 11 (3.6%) of respondents disagree with the statement and 12 (3.3%) did not want to commit themselves. The respondents felt that CPF members should be involved in the demarcation of sector boundaries. When it happens, it is clear that the community members are willing to take joint responsibility.

Significant statistical differences were registered by the subjects per Police District.

Table 53: Police District versus CPF should be involved in the demarcation of sector boundaries

Police district	CPF should be involved in the demarcation of sector boundaries					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Vhembe	0	0	1	49	38	88
Mopani	0	1	1	51	35	88
Capricorn	3	7	8	51	24	93
Waterberg	1	0	1	42	20	64
Total	4	8	11	193	117	333

Chi-square 26.633; df 12; prob. 0.009

Table 53 indicates that the Vhembe District was the most convinced about this issue, followed by Mopani, who in turn were more convinced about it than

Capricorn who in turn were more convinced than the Waterberg district. One can argue that this finding can be explained in terms of experience by the police at Vhembe Police District where we find that the police are used when it comes to sector policing activities.

Likewise, the subjects also differed with regard to the amount of years they have worked for SAPS.

Table 54: Years of service versus CPF should be involved in sector boundaries

Years of service	CPF should be involved in the demarcation of sector boundaries					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Under 5 years	2	3	10	95	45	155
6-10 years	1	0	1	47	43	92
11-15 years	0	1	0	20	15	36
16-20 years	1	1	0	15	7	24
More than 21 years	0	3	0	16	7	26
Total	4	8	11	193	117	333

Chi-square 30.672; df 16; prob. 0.015

Those who have worked less than five (5) years for SAPS were more convinced that the CPF should be involved in the setting of sector boundaries than those who have worked 6-10 years. This group in turn (the 6-10 year group) was more convinced it should happen than were the 11-15 year group. These differences can be understood in terms of policies that are governing the execution of police duties. Those subjects with less than five years working experience in SAPS may be more aware of policies regarding the involvement of the communities.

### 3.2.6 Empowerment

Empowerment refers to the creation of joint responsibility and capacity for addressing crime, creating a sense of joint ownership of crime problems, service delivery problems and safety and security in general amongst community members and SAPS members.

A further advantage of empowerment is that it educates community members on the objectives of sector policing so that they can play a meaningful role in the Sector Crime Forums (Smart & Watson, 2005:36). This issue was put to the subjects.

Table 55: SAPS and community to be educated in objectives of sector policing

SAPS and community to be educated in objectives of sector policing	Frequency	Percent
Definitely disagree	1	.3
Disagree	1	.3
Uncertain	9	2.7
Agree	185	55.6
Definitely agree	137	41.1
Total	333	100.0

According to this table there is a marked different between the respondents who did agree and those who did not agree. As many as 322 (96.7%) of the respondents agreed to the decision and two (.6%) respondents were not in agreement. Some nine (2.7%) respondents were not certain. However, the subjects – generally speaking – reacted very positively about some key characteristics of sector policing. They are so enthusiastic about it that they agree to (more) education for both SAPS and the community regarding sector

policing.

### 3.2.7 Partnership

Partnership in policing means the police and citizens working together to control crime and maintain order. Partnership in policing is derived from one of Sir Robert Peel's principles that says, "The police are the public and public the police" (Radelet, 1994:5). This refers to the facilitation of a co-operative, consultative process of problem-solving between the police and the community. It helps to win the war on crime and reduce incidents of crime. Partnership is a style of leadership that blurs the line between leader and subordinate, requiring the leader to become just one of the groups.

Partnership policing must be seen as a co-operative effort involving all role players to identify, address and solve problems related to crime, service delivery and police-community relations. It is also a structure through which the community can be consulted and police accountability and transparency be promoted.

Sector Crime Forums are not the only means to address such problems; Working Committees within the sector can also be activated. Task and Project Teams can also be utilized to address certain specific problems. The last two decades have seen a variety of proposals for bringing the police closer to the community (Twala, 2000:36).

Table 56: Partnership policing increases transparency and police accountability

Partnership policing increases transparency and police accountability	Frequency	Percent
Definitely disagree	3	.9
Disagree	8	2.4
Uncertain	14	4.2
Agree	181	54.4
Definitely agree	127	38.1
Total	333	100.0

From this table it is clear that most of the respondents (308, 92.5%) felt that partnership policing increases transparency and police accountability. This is a very positive attitude of the respondents. Only 11 (3.3%) disagreed with the statement and 14 (4.2%) did not want to commit themselves. This finding is a clear indication that the respondents are prepared to be held accountable.

Statistically significant differences were registered pertaining to this statement. This is evident from table 57 below.

Table 57: Sector commander versus partnership policing increases police accountability

Sector commander	Partnership policing increases police accountability					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Yes	2	3	3	23	23	54
No	1	5	11	157	103	277
Total	3	8	14	180	126	331

Chi-square 10.466; df 4; prob. 0.033

From the above table it is clear that those subjects who were sector commanders agreed less strongly with this statement that partnership policing increases the accountability of the police. The reason for this finding is not clear. It needs to be researched further.

According to Oppler (1997:1), partnership policing was developed during the 1980s when the model of police as a dominant party in many community-policing programmes evolved into a new concept of dependant agents working together in partnership with formal structures. Community-police partnership can only be successful if the partners know their respective roles in the partnership.

Table 58: Community-Police Partnership is successful if partners know their roles

Community-Police Partnership is successful if partners know their roles	Frequency	Percent
Definitely disagree	3	.9
Disagree	3	.9
Uncertain	12	3.6
Agree	184	55.3
Definitely agree	131	39.3
Total	333	100.0

There was a positive response from 315 (94.6%) respondents to be equal partners in sector policing. The respondents who did not favour the statement were only 6 (1.8%), compared to the respondents who did not want to commit themselves 12 (3.6%). Although they are prepared to be held accountable (table 56) it is clear from the table that the subjects are not ready to be held accountable for the roles they are not supposed to play. There were statistical differences in how strongly the subjects, based on their highest educational qualification, agreed with the statement. The finding is illustrated in the table below.

Table 59: Highest qualification versus Community-Police Partnership is successful if partners know their roles

Highest qualification	Community-Police partnership is successful if partners know their roles					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Below grade 9	0	1	0	1	1	3
Grade 10 - 11	0	0	1	14	9	24
Grade 12	1	1	7	119	68	196
Diploma	2	1	3	38	36	80
Degree	0	0	1	12	17	30
Total	3	3	12	184	131	333

Chi-square 46.769; df 16; prob. 0.000

There was statistically highly significant differences in how the police officials with a grade 12 educational qualification were more convinced with reference to the statement than other grades. The reason for this finding is not clear. It needs further research.

This form of policing conforms to the ideal of a multi-agency approach whereby the police, the public, elected officials, government, businesses and other agencies work in partnership to address the crime and community safety. A successful partnership includes the following six (6) elements (Oppler, 1997:4):

- structure
- leadership
- information
- identity
- durability
- resources

The purpose of a partnership between the police and the community includes the following aims:

- to enable joint problem-solving
- to improve police-community communication
- to improve trust between the police and the community
- to improve local policing
- to improve an equal working relationship.

To develop partnerships, sector commanders and sector teams need to construct positive relationships with communities in order to share the values and priorities in the sector, to involve the community in the request for better crime control and prevention, and to pool their resources with those of the community and local agencies to address the most urgent local problems (Travis, 1998:38).



Concerning the issue of shared priorities and values the subjects gave their views convincingly.

Table 60: Sector commander shares priorities and values in the sector

Sector commander shares priorities and values in the sector	Frequency	Percent
Definitely disagree	3	.9
Disagree	9	2.7
Uncertain	9	2.7
Agree	181	54.4
Definitely agree	130	39.0
Total	332	99.7
No response	1	.3
Total	333	100.0

It is clear that most respondents (311, 93.4%) believed that sector commanders have to share the values and priorities of the sector. Only 12 (3.6%) of the respondents were not in an agreement with the statement while 12 (2.7%) were not certain. This positive finding can indicate that sector commanders who have a shared value system with the community can have an impact during the execution of sector policing.

This follows logically, precisely because the sector commander shares the same priorities and values with the community that he and his team are serving.

There were statistical highly significant differences in how strongly the subjects, based on their highest educational qualification, agreed with this statement.

The finding is illustrated in the table below.

Table 61: Highest qualification versus sector commander shares the priorities and values in the sector

Highest qualification	Sector commander shares priorities and values in the sector					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Below grade 9	0	2	0	0	1	3
Grade 10 - 11	0	0	0	19	5	24
Grade 12	2	5	9	105	75	196
Diploma	1	2	0	41	35	79
Degree	0	0	0	16	14	30
Total	3	9	9	181	130	332

Chi-square 61.202; df. 16; prob. 0.000

The above table illustrates the finding that those respondents with grade 12 as their highest qualification most strongly supported the statement that the sector commander should share the priorities and values of the sector he/she is serving. They were followed by those with diplomas and degrees. The reason for this finding can be explained in terms of the expectations of people with this degree of education.

The table below shows the statistically highly significant differences that were recorded between the Police Districts with reference to the statement that sector commanders should shares priorities and values.

Table 62: Police District versus sector commander shares priorities and values of the sector

Police district	Sector commander shares priorities and values of the sector					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Vhembe	0	0	0	52	36	88
Mopani	0	3	3	37	45	88
Capricorn	3	5	3	51	30	92
Waterberg	0	1	3	41	19	64
Total	3	9	9	181	130	332

Chi-square 26468; df 12; prob.0.009

Police District Vhembe's subjects were more in agreement with the statement than those from Mopani Police District. Furthermore, Capricorn District participants were more assured about the statement than those participants from Police District of Waterberg. The reason for these differences can be that this aspect of sector policing has been more entrenched in the Vhembe and the Capricorn Districts.

In the same vein, the research has also demonstrated statistically significant differences between those respondents who were married, unmarried, divorced and widows/widowers.

Table 63: Marital status versus sector commander shares priorities and values of sector

Marital status	Sector commander shares priorities and values in the sector					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Married	2	1	2	114	75	194
Single	1	8	6	63	48	126
Divorced	0	0	1	2	4	7
Widow/widower	0	0	0	2	3	5
Total	3	9	9	181	130	332

Chi-square 21.010; df 12; prob. 0.050

From table 63 it is also noteworthy that the marital status of the participants had an impact on the view pertaining to the statement. The table indicates that married participants were more convinced about it than the unmarried participants, followed by divorcees and widows/widowers. This finding may indicate that the married subjects are more concerned about and more in tune with sector policing.

### 3.3 GUIDELINES ON SECTOR POLICING

Based on the general principles of sector policing, the following principles were taken for the members of the SAPS as set out in the *Guidelines on Sector Policing*, 1998 and *National Instruction on Sector Policing*, 2003. According to these authors, Dixon, 2000:19; Maroga, 2003:7; Newburn,

2003:584; Stevens & Yach, 1995:5; Stretcher, 1997:312; Twala, 2000:46; Van Vuuren, 1996:100; and Van Rooyen, 1994:24, the principles of sector policing entail the following:

- respect for, and protection of, human beings who participate in sector policing and problem-solving initiatives
- problem-solving initiatives should be based on a consultative approach that constantly seeks to solve problems and improve responsiveness to needs
- empowering all frontline officers in terms of their knowledge and skills so that they can play a meaningful role in their respective communities
- education, capacity building and skills development of SAPS personnel and members of the community to enable constructive participation in addressing the problems of crime
- resolving conflict between and within the community groupings in a manner that enhances peace and stability
- to create ways and means to enhance the accountability of the police towards the community
- to make the most effective use of resources
- to work in close co-operation with the local community
- to deliver a better quality service provided by officers enjoying the support and approval of local people-police by consent
- shared ownership, decision-making and accountability from both the police and the community
- awareness of, and respect for and tolerance of the languages, cultures and values of the diverse peoples of South Africa
- to increase understanding and trust amongst the police, the community and other service providers
- to promote and enhance inter-agency co-operation and inter-departmental co-operation
- the identification of community resources and to understand how to mobilize and utilize them, and to know how to develop new resources within the community
- the decentralization of police services by means of decentralized

- operations, participative and project management, by relaxing the traditional “chain of command” and by encouraging creative and innovative problem-solving by all members
- a commitment and involvement from police managers and supervisors to the development of new skills regarding sector policing through training, such as problem-solving, networking, mediation, facilitation, conflict resolution, cultural sensitivity and community organizing
- to encourage officers to assume responsibility for crime and safety and security problems within their own sector
- to play a meaningful role in the Reconstruction and Development Programme
- sector commander should be given detailed job description
- sector policing training should be an ongoing process
- sector policing provides decentralized, personalized police service to the community
- sector policing must be a fully integrated approach that involves everyone in the police service
- sector policing promotes the judicious use of technology
- sector policing stresses exploring new ways to protect and enhance the lives of those who are most vulnerable, e.g. juveniles, elderly people, minorities, the poor, the disabled and the homeless people.

It is clear that the primary objectives of sector policing include that Sector Crime Forums should deal with all the safety and security measures in a sector as well as the unique safety and security needs of each sector. It is seen as a source of community input into the process of problem identification.

Next, the notion that the Sector Crime Forum should be a source of community input is discussed briefly.

Table 64: Sector Crime Forum is a source of community input

Sector Crime Forum is a source of community input	Frequency	Percent
Definitely disagree	4	1.2
Disagree	5	1.5
Uncertain	16	4.8
Agree	194	58.3
Definitely agree	114	34.2
Total	333	100.0

It is clear that 308 (92.5%) of the respondents were in agreement with the statement, while 2.7% of the respondents disagreed with it. Some 4.8% of the respondents did not want to commit themselves. Clearly, the vast majority of these subjects indeed understood the function of the SCF.

This research has uncovered, statistically speaking, highly significant differences between the respondents from the four policing districts in Limpopo Province pertaining to this issue.

Table 65: Police District versus Sector Crime Forum is a source of community input

Police district	Sector Crime Forum is source of community input					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Vhembe	0	0	0	52	36	88
Mopani	0	1	2	46	39	88
Capricorn	4	4	5	54	26	93
Waterberg	0	0	9	42	13	64
Total	4	5	16	194	114	333

Chi-square 44.020; df 12; prob. 0.000

The Vhembe respondents were more convinced than those from the other Police Districts that the Sector Crime Forums should be sources of community

input. This difference can be explained in terms of training. The training institution is situated at Vhembe District, and because of that, the police officials at Vhembe Police District have more opportunity of being trained about this technique of policing. Table 66 below illustrates the statistically significant differences between the subjects with different levels of formal education.

Table 66: Highest qualification versus Sector Crime Forum is a source of community input

Highest qualification	Sector Crime Forum is source of community input					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Below grade 9	0	1	0	1	1	3
Grade 10 – 11	1	1	0	13	9	24
Grade 12	1	3	15	113	64	196
Diploma	2	0	1	49	28	80
Degree	0	0	0	18	12	30
Total	4	5	16	194	114	333

Chi-square 36.305; df 16; prob. 0.003

The above table contains the statistically significant data set that illustrates the finding that the subjects with grade 12 as their highest qualification, agreed more strongly with this statement than any other grouping. The reason can be that the subjects with this educational level are more in touch with the community and therefore are more aware of the fact that should this happen, the policing needs of the community will be served best.

### 3.4 IMPLEMENTATION OF SECTOR POLICING

Sector policing is being implemented in phases at police stations throughout South Africa. The implementation process of sector policing comprises of the following five phases:

### 3.4.1 Phase One: Determine Sector Boundaries

The station commissioner and his or her management team, including the chairperson of the Community Police Forum (CPF), and the Head of Reservists must identify the number and the boundaries of the sectors in the police station service area. The number of sectors is to be determined by the capacity of the station, crime hot spots, the size and diversity of the precinct. The following factors must be considered in fixing the boundaries of sectors (Maroga, 2004:3):

- alignment with municipal wards
- infrastructure such as main roads, railway lines, bus routes, taxi routes and terminals
- demographic features such as, population size, cultural diversity and the distribution and size of suburbs, industrial areas, residential areas, business areas, farms and smallholdings, must be taken into account
- common needs of the various community interest groups
- geographical size and topographical features of the policing areas, such as mountain ranges and rivers must be taken into consideration and the resources available. The information must be combined with the public input regarding the concerns in determining the boundaries of sectors.

A sector must be manageable for the sector commander. It is the responsibility of the sector commander to gather the relevant information to facilitate the development and implementation of effective and practical crime prevention strategies for the sector. This information comes mainly from official police reports and reports from public role players in the sector.

The respondents were asked if this decision had indeed happened and if it was manageable.



Table 67: Police station area is divided into manageable sectors

Police station area is divided into manageable sectors	Frequency	Percent
Definitely disagree	6	1.8
Disagree	22	6.6
Uncertain	31	9.3
Agree	197	59.2
Definitely agree	77	23.1
Total	333	100.0

The above table clearly indicates that 274 (82.3%) of respondents were in agreement with the statement, while 28 (8.4%) were not in agreement. Some 31 (9.3%) were not certain whether or not the police station is divided into manageable sectors.

The experience of the research group is in line with what is contained in Sector Policing Guidelines that says the policing area should be divided into small manageable sectors.

Statistically significant differences were registered pertaining to this statement. This is evidence from table 68 below.

Table 68: Home language versus police station area is divided into manageable sectors

Home language	Police station area is divided into manageable sectors					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Afrikaans	0	0	0	3	4	7
English	0	0	0	1	3	4
Venda	2	8	6	34	9	59
Pedi	3	6	19	101	27	156
Tsonga	0	8	6	56	31	101
Other	1	0	0	2	3	6
Total	6	22	31	197	77	333

Chi-square 41.218; df 20; prob. 0.003

This table indicates that the Pedi-speaking group were the strongest supporters for the statement. These subjects' views were followed by those of Tsonga- and Venda-speaking groups. The Afrikaans- and English-speaking groups were the least convinced that this is taking place. The reasons for these differences are not clear. They need research.

It is also noteworthy that the educational qualification of the respondents had an influence on their views regarding the division of police station areas into manageable sectors.

Table 69: Highest qualification versus police station area is divided into manageable sectors

Highest qualification	Police station area is divided into manageable sectors					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Below grade 9	0	0	1	2	0	3
Grade 10 – 11	0	1	0	17	6	24
Grade 12	5	11	16	129	35	196
Diploma	0	8	8	38	26	80
Degree	1	2	6	11	10	30
Total	6	22	31	197	77	333

Chi-square 27.055; df 16; prob. 0.041

According to the table, the following significant differences were recorded: The grade 12 subjects were the most in agreement with the statement, followed by graduates with diplomas and degrees who were less in agreement with it. Then followed the reactions of the subjects with Grade 10 and below. The reason for these differences can be the fact that most of the police officials who are working at stations understand the situations around their policing areas or sectors.

### 3.4.2 Phase Two: Appoint Sector Commander

The station commissioner and his or her management team must identify the most suitable candidates amongst police members and reservists to be

appointed as full time sector commander. A sector commander must have the following skills (Adlam & Villiers, 2003:27):

- communication skills
- presentation skills
- marketing skills
- creative skills
- understanding skills
- caring skills
- specificity skills
- inspiring skills
- perseverance skills
- interpersonal skills
- problem-solving abilities
- facilitation skills
- planning skills
- team management in multicultural environmental skills, and
- managing skills.

According to the principles and functioning of sector policing, the sector commanders involved will be responsible for getting to know the residents and merchants. Service providers in the sector have to identify the principal crime and order maintenance problems confronting the people within their beat and devise strategies for dealing with the problems.

#### 3.4.3 Phase Three: Compile a Sector Profile

A sector profile is a planning tool that gives the police direction in identifying the needs, concerns, perceptions and abilities of that sector of the community. The sector commander must draw up a sector profile and the same particular sector profile must correspond with the station profile. It must set out all the

policing needs of the sector regarding improved service delivery and police-community relations (Huisamen, 2005:12).

A sector commander must update the sector profile regularly as new issues emerge or as the community changes. Collecting information for the sector profile should involve active interaction and consultation with the community. A sector commander must have the following responsibilities (*National Instruction on Sector Policing*, 2003:18):

- getting to know the sector
- establish a Sector Crime Forum
- organizing meetings and other events or projects in the sector
- liaising with all the relevant community stakeholders, as communication between these two parties is vital
- initiate crime prevention strategies
- reporting to the station commissioner anything regarding the development of that sector.

#### 3.4.4 Phase Four: Establish a Sector Crime Forum (SCF)

Phase four entails establishing a Sector Crime Forum (SCF), envisaged to be representative of all relevant stakeholders. Two members of the community need to be appointed to serve as a chairperson and as a secretary of the Sector Crime Forum. After the crime problems have been identified and prioritized, the members of the Sector Crime Forum can determine the best possible solutions. These solutions can either be to address short-term policing needs such as special patrols or to implement long-term strategies to reduce the incidence of persistent factors that are conducive to crime. The activities of the SCF include the following (Maroga, 2004:4):

- monthly meetings
- identification of crime prevention strategies
- co-ordination and implementation of sector policing activities.

These forums are expected to meet every month to discuss crime in the sector. These meetings will encompass all role players including the chairperson of the CPF within the community and station commissioner, various local organizations and local councillors.

The issue of station commissioners attending sector meetings was not embraced with the same enthusiasm, as was the case with other statements that were put to the subjects.

Table 70: Station commissioner attends sector meetings regularly

Station commissioner attends sector meetings regularly	Frequency	Percent
Definitely disagree	15	4.5
Disagree	29	8.7
Uncertain	38	11.4
Agree	144	43.2
Definitely agree	105	31.5
Total	331	99.4
No response	2	.6
Total	333	100.0

From this table it is clear that most of the respondents 249 (74.7%) felt that station commissioners should attend sector meetings regularly. However, 44 (13.2%) of the respondents indicated that attending sector meetings is not necessary. Another 38 (11.4%) of the respondents did not want to commit themselves. It is not clear why the subjects are less convinced about station commissioners attending sector meetings, because the station commissioners have the responsibility of attending the sector meetings in his or her policing precinct.

The Police Districts differed about this requirement of sector policing. These differences were statistically significant.

Table 71: Police District versus station commissioner attends sector meetings regularly

Police district	Station commander attends sector meetings regularly					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Vhembe	6	9	7	35	31	88
Mopani	2	6	7	37	36	88
Capricorn	4	7	22	36	22	91
Waterberg	3	7	2	36	16	64
Total	15	29	38	144	105	331

Chi-square 29.914; df 12; prob. 0.003

Mopani Police District's subjects agreed the most with this statement. Next were the subjects of Police District Vhembe, followed by Capricorn and Waterberg. These differences can be explained in terms of the fact that sector policing has been applied the longest time in the District where the training facility is also situated.

More differences between certain groups of participants were captured by this research. The results appear in the table below.

Table 72: Marital status versus station commissioner should attend sector meetings regularly

Marital status	Station commander attends sector meetings regularly					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Married	7	18	19	87	61	192
Single	6	10	17	53	41	127
Divorced	2	1	0	4	0	7
Widow/Widower	0	0	2	0	3	5
Total	15	29	38	144	105	331

Chi-square 21.747; df 12; prob. 0.040

The above cross tabulation demonstrates that the respondents who are married supported the statement that the station commissioner should attend sector meetings regularly, more strongly than the divorcees and widows/widowers. This finding could be related to the fact that the married

subjects are more committed to the principles of sector policing, because they also have to defend their loved ones.

#### 3.4.5 Phase Five: Sector Crime Forum Activities

The chairperson of the SCF attends the CPF executive or general meetings. After the safety and security needs, the SCF can then determine the best possible actions to be taken, for example, to consult the local municipality regarding environmental design, e.g., de-bushing the crime hotspot and repairing poor street lighting. When the sector is at phase five it is regarded as fully implemented and also able to share information and build partnerships with a wide variety of stakeholders and initiate crime prevention strategies as well as promotion of projects (Huisamen, 2005:13).

### 3.5 CONCLUSION

Since the 1980s, sector policing has been implemented in the USA in many police departments, incorporating foot patrols and community impact teams. In the USA, the public wanted the police to take more action against less serious offences. Another application of the concept of policing is problem-orientated policing by means of team policing. The concepts of team policing originated in Aberdeen, Scotland in the late 1940s as an experiment to counteract low morale and boredom experienced by a single officer patrolling a quiet area. In the 1960s, the concept of sector policing received considerable attention by criminal justice educators, planners and practitioners. The British experience of sector policing supports the community consultation, decentralization, problem-solving and the mobilization of public involvement in policing at local levels. Sector policing is being implemented in phases at police stations throughout South Africa. The station commissioner and his or her management should identify the number and the boundaries of the sectors in the police station service area. If policing is reliant on the management of relationships, it means that the successes of the police are dependent on its human resources. Successes will only be possible if individual police officials develop a strong ethical awareness and maintain a high standard of professional conduct. The success of any intervention relies

largely on partnerships between the police and the community. Both parties must always keep a professional attitude. Many crime problems can be solved through simple solutions. The sector commander in collaboration with community members should actively explore ways to solve crime problems through creative thinking.

The vast majority of the subjects agreed that by means of sector policing the police should be (even) more transparent in their dealings with the community. It is for the same reason that they want the sector commander to attend the community meetings – and why they want the community to be trained in the activities of sector policing. A very high percentage also agreed that the SCF must also be the Operational Management Centre – thus "giving permission" that community members should be involved in operational issues as well. The subjects voted for the professional approach, for solving crime in co-operation with the community, and for more accountability of the police. The respondents were prepared to "give permission" that the community could have a say in the demarcation of the sectors, and that the community members can make inputs at the SCF. It goes without saying that these principles need to be applied by the different role players. These issues are discussed in the next chapter.



## CHAPTER 4

### ROLE PLAYERS IN SECTOR POLICING

#### 4.1 INTRODUCTION

Role players refer to those who have a vested interest in having sector policing succeed. Role players may include police, community members and parties external to an organization. The police's role is one of those social roles about which there is widespread uncertainty, particularly because more than any other role it consists in a multi-level service from and to society (Van Heerden, 1986:40). The SAPS has committed itself to the philosophy and practices of sector policing. Fundamental transformation is needed to ensure that the SAPS develops into a community oriented police service (Department of Safety and Security, 1997:3).

#### 4.2 POLICE

The police officials' role is a multi-dimensional concept consisting of an expected behaviour performed by a person in a given situation or position for the purpose of achieving certain objectives or goals. According to Oliver (2001:201), if an organization forms part of a partnership, the officers of the organization, as formulated by its leadership, should be in line with the objectives of the partnership. The role of the SAPS is in sector policing as a form of community policing and one of the key challenges is to ensure that these police-community based structures do not experience the same shortcomings as the Community Police Forums did. This policing in regard to its mission "to protect and serve" is that of joint problem-solving, consultation in meeting local community needs, transparency and accountability. According to Steyn (Van Vuuren, 1996:102) the police official has to be a "generalist" at community problem-solving and has to become more creative, be committed to long-term contracts, be able to link with and have knowledge

of other agencies, and to channel threats of vigilante actions into lawful, and more effective collective action. All police officers must be conscious of the principles of sector policing and implement them in their daily policing activities (Brogden & Shearing, 1993:98).

Police should provide public reassurance and execute actions that are approachable and conducive to ensure appropriate responses from all the resources of the police service according to the needs and demands of the general public (Wilson et al., 2001:35). The police actions may include:

- regular random and targeted patrolling of sector
- high density patrols, cordon and search operations and roadblocks, etc., when the incidence of crime requires this type of action
- reaction to particular requests or needs expressed by a community sector
- improved and specialized investigations.

#### 4.3 THE ROLE OF THE COMMUNITY

Community has been defined as a group of people living in an area under the same government. Community also refers to the specific geographic area served by a police department or law enforcement agency and the individuals, organizations and agencies within that area. In order for effective service delivery by SAPS, the police officers should be informed about the community, the expectations of the service, culture sensitivity and visible policing (Van Vuuren, 1996:102).

For sector policing to succeed, the community must be dedicated to play an active role in the policing of their own communities. This does not imply that the community members have to actively police their community, but they must actively help the police to execute their work according to the needs of the specific community.

Table 73: Successful implementation of sector policing requires dedication by the police and the community

Successful implementation of sector policing requires dedication by the police and the community	Frequency	Percent
Definitely disagree	3	.9
Disagree	3	.9
Uncertain	10	3.0
Agree	183	55.0
Definitely agree	134	40.2
Total	333	100.0

The large majority of subjects seemed to be dedicated to sector policing. This statement was supported by 317 (95.2%) respondents, compared to no dedication by only 6 (1.8%) respondents while only 10 (3%) of the respondents were not certain. For sector policing to succeed, the members at station level must all be dedicated to it – that is the detectives, visible policing, and support services must support the sector commanders for sector policing to succeed. It is clear from this finding that these subjects at least understand that dedication is needed to make sector policing a successful venture. The differences between groups of subjects according to educational qualifications appear in the table below.

Table 74: Highest qualification versus successful implementation requires dedication by the police and the community

Highest qualification	Successful implementation of sector policing requires dedication by the police and the community					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Below grade 9	1	0	1	0	1	3
Grade 10 - 11	0	0	0	14	10	24
Grade 12	1	3	8	113	71	196
Diploma	1	0	1	41	37	80
Degree	0	0	0	15	15	30
Total	3	3	10	183	134	333

Chi-square 54.994; df. 16; prob. 0.000

Those respondents with grade 12 as the highest qualification agreed the most with this statement. They were followed by those with diplomas and degrees. These differences should be explained in terms of the knowledge that they have. It seems as if the data is telling us that those with more knowledge (than grade 12) and those with less knowledge (than grade 12) offer less support to the statement: “the successful implementation of sector policing requires the dedication by the police and the community”. Why this is so needs further research.

According to Stevens and Yach (1995:18), the roles of the community to make sector policing work are the following:

- to attend Sector Crime Forum meetings to discuss crime prevention action plans with the sector commander in order to deal with the crime in the sector
- to launch and participate in neighbourhood initiatives to safeguard the areas in which they live
- to provide information and suggestions for preventing crime in the sector
- to actively support sector policing by volunteering as reservists in the sector.

The Sector Crime Forum must endeavour to be truly representative of its community. Another challenge facing sector policing is mobilizing community members and ensuring that the Sector Crime Forum represents the needs of various groups within the sector. If Sector Crime Forums fail to mobilize the community, they are likely to find themselves in a similar trap as some Community Police Forums did by serving certain interests group rather than the entire community (Maroga, 2004:5).

The first problem that arises within the community as partners in sector policing is that of community identity. In South Africa it must be recognized that our diverse communities bring with them divergent perspectives, values, experiences, needs and demands on the police (Stevens & Yach, 1995:18). Education in this regard to meet the different expectations and purposes is of vital importance. Public knowledge and awareness of sector policing is

necessary. It is also possible that the communities may not fully understand what the concept of sector policing embraces (Stevens & Yach, 1995:18). The respondents were asked to give their views pertaining to this matter as well. They responded as follows:

Table 75: Public knowledge and awareness of sector policing is necessary

Public knowledge and awareness of sector policing is necessary		Frequency	Percent
	Definitely disagree	4	1.2
	Disagree	6	1.8
	Uncertain	13	3.9
	Agree	176	52.9
	Definitely agree	132	39.6
	Total	331	99.4
	No response	2	.6
Total		333	100.0

From table 75, it is clear that the majority of respondents agree that public knowledge and awareness of sector policing is necessary 308 (92.5%). Those who did not agree were 10 (3%) and those who are not certain were 13 (3.9%). Overall, these figures create a positive feeling that in general all of the people in society should be more knowledgeable about sector policing.

Another problem is that the community's role may be affected by its member's lack of knowledge of their own legal rights and responsibilities in relation to the formal Criminal Justice System. This lack of knowledge may lead to reluctance to get involved and committed in policing activities. Community actions in sector policing include the following (Burger, 2006:78):

- Sector communities should provide sufficient numbers of persons for the establishment of sector policing and training as category "D" police reservists.
- Guided and supervised by the sector commander, each sector should set up a network based on block or street representatives.
- This could also be a form of neighbourhood and business watch. In a

block or street, an appointed representative should represent his/her block/street in the SCF.

- Within each block/street, participants should have each other’s contact details.
- Sector communities can, through this network, effectively become the eyes and ears of the police.

If the sector policing is seen as partnership policing, it is very important that the two partners are of one mind about the expectations and the aims of the project they undertake. Structures are needed through which the partners can ensure uniformity in aims, confront differences and combine their resources. The mechanism suggested is that of the Sector Crime Forum (Oliver, 2001:230). This can be linked to the best utilization of the police’s resources.

Table 76: Sector policing improves better utilization of policing resources

Sector policing improves better utilization of policing resources	Frequency	Percent
Definitely disagree	6	1.8
Disagree	5	1.5
Uncertain	21	6.3
Agree	179	53.8
Definitely agree	117	35.1
Total	328	98.5
No response	5	1.5
Total	333	100.0

The above table indicates that most of the subjects (296, 88.9%) agreed that sector policing improves better utilization of policing resources. The figures of those who did not agree and those who did not want to commit themselves did not rate high at all 11 (3.3%) and 21 (6.3%). The poor utilization of the police resources should be a concern for the safety of the community.

The research also uncovered differences according to educational qualification.

Table 77: Highest qualification versus sector policing improves better utilization of policing resources

Highest qualification	Sector policing improves better utilization of policing resources					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Below grade 9	1	0	0	1	1	3
Grade 10 - 11	1	0	3	11	7	22
Grade 12	2	4	12	109	67	194
Diploma	2	1	6	39	32	80
Degree	0	0	0	19	10	29
Total	6	5	21	179	117	328

Chi-square 25.966; df 16; prob.0.055

The subjects with grade 12 as the highest qualification agreed the strongest with this statement. They were followed by those with diplomas and degrees who were less sure about it. The reason why those with grade 12 as the highest qualification supported the statement more strongly, is not clear. It needs further research.

#### 4.4 THE ROLE OF THE SECTOR COMMANDER

The sector commander, as key employee, should preferably be a permanent member at his/her sector. The sector commander has got three (3) main responsibilities which are (1) to introduce and establish the concept of sector policing, (2) the compilation of a sector profile according to the set guidelines, and (3) to manage the sector to achieve the objectives of sector policing. The latter includes the establishment of the Sector Crime Forum, identifying the need for crime prevention projects, and mobilizing and organizing the role players, as well as continuously networking with all the role players to collectively resolve crime issues (Steinberg, 2004:34).

Sector commanders are instructed to follow a sequential process. Sector policing makes provision for producing a new category of line functionary, namely, the sector commander who acts as a direct go-between between the police and the community sector. The sector commander is pivotal in establishing and maintaining good contact with the local citizens. A sector commander does not only solve problems in the community sector, but is also a crime fighter. She/he answers calls and makes arrests. The sector commander is the department's direct link with the community sector. She/he provides a human touch in the community sector on a first name basis. The sector commanders are required to build sector-based community consultation groups to regularly conduct community profiling exercises in their sectors (Steinberg, 2004:34).

The sector commander also acts as liaison officer between the community sector and station management, identifies suitable candidates and initiates the process to appoint sector deputies and attends the Sector Crime Forum meetings of his/her sector and together with the SCF chairperson, attends CPF meetings. She/he is a problem-solver, a keeper of peace, a law enforcer, a friend, comforter and police ambassador - all in one.

Some of the characteristics of the sector commander are that they are predominantly foot patrol officers who function from a decentralized office. They are accustomed to the local problems and their shift times are flexible. The focus of their activities is crime prevention, problem-solving, gathering of information, the activation of the community sector and the establishment of youth structures in his/her sector to correct the behavior of the youth (Toch, 1997:281). All these functions of the sector commander dictate that she/he should be a person who is ready to take (innovative) initiatives within her/his sector.

The subjects were asked to give their views.



Table 78: Sector policing promotes application of initiatives by sector members

Sector policing promotes application of initiatives by sector members	Frequency	Percent
Definitely disagree	6	1.8
Disagree	7	2.1
Uncertain	40	12.0
Agree	197	59.2
Definitely agree	83	24.9
Total	333	100.0

According to table 78, nearly 280 (84.1%) of the respondents saw that sector policing comprises and encourages the application of different initiatives by the sector commander. Of the respondents 13 (3.9%) disagreed with the statement, and 40 (12%) of the respondents were uncertain about initiatives by sector members.

The statistically highly significant differences are demonstrated in the cross tabulation that follows.

Table 79: Police District versus sector policing promotes application of initiatives by sector members

Police district	Sector policing promotes application of initiatives by sector members					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Vhembe	0	1	8	49	30	88
Mopani	0	5	14	40	29	88
Capricorn	5	1	13	58	16	93
Waterberg	1	0	5	50	8	64
Total	6	7	40	197	83	333

Chi-square 38.787; df 12; prob. 0.000

Table 79 shows that the subjects from the Vhembe District supported this statement more so than the respondents from the other policing districts. The reason for the stronger support from this District can be understood due to the fact that sector policing has been implemented the longest in this District and because the training facility for SAPS is in this District.

Another list of requirements that the sector commander should meet is for example, that he/she should have a pleasant personality, show initiative, responsibility and be trustworthy, must run a support programme for crime victims and be ready to handle crisis situations. As a community organizer, he/she is also responsible for recruiting of police reservists, making contact with street kids, visiting schools and churches. From the above mentioned, clearly a sector commander will have to be a suitably elected and professionally trained person to play a constructive role in all matters concerning the police and his/her sector. A good sector commander must possess the above-mentioned skills to meet with people from all walks of life, one-on-one and in groups. The ability to prepare and deliver speeches and write articles for publication is another obvious plus (Stretcher, 1997:177). Nevertheless, the sector commander is in the first place a commander. This is an indication of direct operational control.

On this matter the subjects reacted as follows:

Table 80: Sector commander has direct operational control of his sector

Sector commander has direct operational control of his sector	Frequency	Percent
Definitely disagree	6	1.8
Disagree	10	3.0
Uncertain	19	5.7
Agree	191	57.4
Definitely agree	107	32.1
Total	333	100.0

From the above-mentioned table, we observe that of all the respondents, 298 (89.5%) were in agreement with the statement while only 16 (4.5%) were not in agreement. Some 19 (5.7%) were not certain. This is a very positive outcome because it means the subjects may be indicating that they do not feel threatened by the sector commander's decisions during the execution of his/her duties.

The different home language showed differences pertaining to how strongly they supported the idea that the sector commander has direct operational control of his sector. The detail is in the table below.

Table 81: Highest qualification versus sector commander has direct operational control of his/her sector

Highest qualification	Sector commander has direct operational control of his/her sector					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Below grade 9	1	0	0	1	1	3
Grade 10 - 11	1	0	0	18	5	24
Grade 12	3	9	12	112	60	196
Diploma	1	1	4	40	34	80
Degree	0	0	3	20	7	30
Total	6	10	19	191	107	333

Chi-square 32.181; df 16; prob. 0.009

Those respondents with grade 12 as the highest qualification agreed the strongest with this statement. They were followed by those with diplomas and degrees. The reasons for these differences are not clear and therefore they need further research for clarification.

The research has also registered marked differences of responses according to marital status.

Table 82: Marital status versus sector commander has direct operational control of his/her sector

Marital status	Sector commander has direct operational control of his/her sector					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Married	4	3	8	119	60	194
Single	1	7	11	66	42	127
Divorced	0	0	0	3	4	7
Widow/widower	1	0	0	3	1	5
Total	6	10	19	191	107	333

Chi-square 21.144; df 12; prob. 0.048

The above cross tabulation demonstrates that the respondents who are married support the statement that the sector commander has direct operational control of his/her sector. The reason for the stronger support of the married subjects can most probably be sought in the fact that they are responsible for their loved ones and they want the sector commander to function more prominently.

#### 4.5 THE ADVANTAGES OF SECTOR POLICING

Maroga (2004) said that according to the SAPS/CPF Imbizo Workshop Report of 12 April 2003, the following advantages mentioned by Findlay (2004:25), Maroga (2004:4), Toch (1997:47) and Travis (1998:4), can occur after fully implemented sector policing:

- Sector policing improves the interpersonal relationship between the police and its clients which will contribute to more trust, respect and understanding for the police, and less fear of crime.
- Sector policing improves the identification of crime hot spots and root causes of crime at local level.
- Better utilization of policing resources is achieved according to the needs of a particular sector.
- Sector policing improves visible policing.

- There is more effective and efficient police response to community complaints and emergencies.
- There is better co-operation between the police and its clients at local level to address specific crime problems.
- The aim is to multiply police personnel by involving citizens directly in patrolling their own communities, and to achieve better service delivery.
- Sector policing is policing at its most basic.
- Sector policing gives residents the chance to learn more about their police department, find out about crime trends in their neighborhoods, and learn crime prevention techniques that could help them avoid becoming a victim.
- Sector policing arranges for officers assigned to geographic policing programmes to meet regularly with persons who live or work in their area to discuss the identification of crime problems and co-operate in the development of solutions of these problems.
- Sector commanders are to patrol their areas in cars or on foot to have more direct contact with citizens.
- Many of the sector commanders saw themselves as the “Chief of police” of their patrol areas. Their expertise ranged from helping residents in installing burglar alarms and conducting meeting in order to determine the priorities on which to focus crime-fighting activities.
- Sector commanders were charged with developing problem-solving initiatives because they had experience and knowledge to solve complex crime issues.
- Sector commanders are there to advise property owners about protective hardware as there is a closer connection between the end - safety and the means - policing.
- Sector policing personalizes policing, minimizes overreaction, enhances responsibility, symbolizes commitment, develops informal social control, helps to ensure a sense of wider democratic accountability, and positions police to monitor racial and ethnic tensions and mediate conflicts.
- Police on sectors or patrols are the first to realize whether they have a

- community into which they can become positively involved. They know that the community is a problematic and diverse entity where respect is not constant and consensus is not to be assumed.
- Sector policing requires that sector commanders be given latitude in choosing options to solve problems rather than relying on the needs of the problem. In other words, sector commanders must be released from the shackles of close supervision so that they can adequately perform their jobs.

These advantages can be true especially when the sector commander has direct control over his/her sector.

Based on the previously discussed role players in sector policing, the need for this type of policing in South Africa – and in Limpopo Province – seems to be apparent.

#### 4.6 THE NEED FOR SECTOR POLICING IN SOUTH AFRICA

Sector policing in the Roodepoort police station precinct is a classic example of an area situated in the Johannesburg urban sprawl, more than 25 km in size and with a population of more than 300 000 people. It consists of 33 residential suburbs, seven (7) informal settlements and low cost housing projects, a central business district, a small manufacturing district and a strip of shopping malls along Ontdekkers Road.

There is a great need of sector policing in South Africa. The Roodepoort sectors show that sector policing is working and that this concept makes a difference. In 2002, the Roodepoort police station started to get everything in place for the implementation of sector policing. Since sector policing has been implemented in Roodepoort, service delivery has improved enormously.

The subjects also agreed with the statement that sector policing improves service delivery.

Table 83: Service delivery improved since sector policing was implemented

Service delivery improved since sector policing was implemented	Frequency	Percent
Definitely disagree	5	1.5
Disagree	28	8.4
Uncertain	12	3.6
Agree	169	50.8
Definitely agree	119	35.7
Total	333	100.0

An overwhelming majority of the respondents (288, 96.5%) stated that since sector policing has been implemented at stations, service delivery has improved. Some merely said they did not agree with the statement (33, 9.9%). Some of the respondents admitted that they did not know whether sector policing has improved service delivery at stations (12 or 3.6%).

Regarding this issue, the Police Districts differed statistically in a significant way.

Table 84: Police District versus service delivery improved since sector policing was implemented

Police district	Service delivery improved since sector policing was implemented					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Vhembe	1	11	5	42	29	88
Mopani	1	3	3	34	47	88
Capricorn	2	7	2	54	28	93
Waterberg	1	7	2	39	15	64
Total	5	28	12	169	119	333

Chi-square 23.416; df 12; prob. 0.024

Table 84 shows the differences. Police District Capricorn is the most convinced of the statement's truth, followed by Mopani, Vhembe and Waterberg. The reason for these differences can be due to the fact that this

District has implemented it for a longer time than the other Districts. Years of service also had a statistically significant impact on the differences of opinion pertaining to this statement.

Table 85: Years of service versus service delivery improved since sector policing was implemented

Years of service	Service delivery improved since sector policing was implemented					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Under 5 years	2	11	3	82	57	155
6-10 years	0	12	4	43	33	92
11-15 years	1	1	3	15	16	36
16-20 years	0	4	0	12	8	24
More than 21 years	2	0	2	17	5	26
Total	5	28	12	169	119	333

Chi-square 27.567; df 16; prob. 0.036

Table 85 above shows an inverted relationship between the number of years the subjects worked at SAPS and the statement that service delivery has improved since the implementation of sector policing. The only exception to this inverted relationship is with the groups that have been employed more than 21 years in SAPS.

The reason for this finding is that members who have worked more than 21 years might still be fixated on the old policing style, being bound to rules and regulations only.

The home language differed about this requirement of sector policing. These differences were statistically significant.



Table 86: Home language versus service delivery improved since sector policing was implemented

Home language	Service delivery improved since sector policing was implemented					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Afrikaans	0	0	0	4	3	7
English	0	0	0	1	3	4
Venda	1	9	6	32	11	59
Pedi	4	12	4	86	50	156
Tsonga	0	7	2	44	48	101
Other	0	0	0	2	4	6
Total	5	28	12	169	119	333

Chi-square 32.383; df 20; prob. 0.039

The table above shows that Pedi-speaking police officials were more convinced than the Tsonga speakers that the Sector Crime Forums at their residential places deal with safety and security to fight against crime. This finding is statistically speaking, highly significant. Another difference might be an indication that the Afrikaans- and English- speaking groups know that sector policing is not implemented properly in their vicinity. The other language group differences need further research. This concern was reflected in the subjects of the ranks with regard to the service delivery in terms of sector policing.

Table 87: Rank versus service delivery improved since sector policing was implemented

Rank	Service delivery improved since sector policing was implemented					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Reservist	1	2	0	22	25	50
Constable	0	5	2	51	23	81
Sergeant	0	2	0	14	8	24
Inspector	1	13	9	30	32	85
Captain	1	3	1	13	13	31
Superintendent	0	2	0	10	11	23
Senior Superintendent	0	0	0	6	2	8
Total	3	27	12	146	114	302

Chi-square 8.039; df 24; prob. 0.034

Table 87 indicates that the reservists said that they agreed with the statement. Constables stated that they also supported the statement. Inspectors were also in agreement with this statement. Clearly Captains and the Superintendents agree. The reservists and non-commissioned officers are more convinced than the commissioned officers. This finding is statistically significant.

The reason for the apparent differences between the non-commissioned and the commissioned ranks can be attributed to the fact that the police officials of lower rank are the ones who are actually working on the ground. The lower ranks are also more aware of the importance of sector policing, due to their more recent training in this mode of policing.

Table 88: Absence of crime indicates effectiveness of sector policing

Absence of crime indicates effectiveness of sector policing		Frequency	Percent
	Definitely disagree	9	2.7
	Disagree	15	4.5
	Uncertain	29	8.7
	Agree	172	51.7
	Definitely agree	107	32.1
	Total	332	99.7
	No response	1	.3
Total		333	100.0

From the table one can clearly see that 279 (83.8%) of the respondents felt that the absence of crime is the true criterion of sector policing effectiveness. This is a very positive view generated by the respondents. Some 24 (7.2%) disagreed with the statement and 29 (8.2%) did not want to commit themselves.

Table 89 indicates the differences between the years of service in SAPS pertaining to this statement.

Table 89: Years of service versus absence of crime indicates effectiveness of sector policing

Years of service	Absence of crime indicates effectiveness of sector policing					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Under 5 years	4	7	20	69	54	154
6-10 years	0	3	4	54	31	92
11-15 years	2	0	3	20	11	36
16-20 years	0	2	1	14	7	24
More than 21 years	3	3	1	15	4	26
Total	9	15	29	172	107	332

Chi-square 29.369; df 16; prob. 0.022

Table 89 above indicates the following: Those who have been serving in SAPS for less than five years strongly agree with this statement. The table actually shows that the longer the respondents have served in the SAPS, the less they are convinced about the statement.

These differences can be understood in terms of the fact that those subjects who have less years of service are also the ones who had the most recent training and therefore knowledge about sector policing.

The research uncovered statistical differences with regard to the statement between the respondents according to their home language. This finding is reflected in the table below.

Table 90: Home language versus absence of crime indicates effectiveness of sector policing

Home language	Absence of crime indicates effectiveness of sector policing					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Afrikaans	0	1	0	2	4	7
English	0	0	0	1	3	4
Venda	0	1	9	36	13	59
Pedi	5	6	18	78	48	155
Tsonga	3	7	2	53	36	101
Other	1	0	0	2	3	6
Total	9	15	29	172	107	332

Chi-square 31.173; df 20; prob. 0.053

Table 90 shows the Pedi-speaking police officials were more convinced than the Tsonga speakers (who in turn were more convinced than the Venda speakers) about the statement. This finding is statistically speaking, highly significant. The reason is not clear. It needs further research.

There is a clear differentiation along language lines, this might be an indication that Afrikaans and English speaking cultures are not so compatible with sector policing or that it is their experience that this policing style is not implemented in the areas where they live.

In the Roodepoort example, the community helps to equip the sectors with extra lights so that street numbers can be spotted easily from the vehicles in the dark. An SMS service pilot project sponsored by Vodacom was also implemented. If a suspect or suspicious vehicle is seen in any of the sectors, an SMS is sent to everyone on the database to notify them to be on the look-out for these suspects or vehicles (Steinberg, 2004:29).

Sector policing has also brought a certain amount of responsibility to the members. They are responsible for their vehicles. The success of sector policing depends on the attitude of the members as well as that of the

community. It is important that everyone including the station management, administration officers, reservists, detectives, community service centre personnel at the station must be dedicated to make this technique work. When the concept of sector policing was implemented in the area, it was decided to involve detectives as well. Every sector now boasts of its own detectives. The number of detectives at each sector depends on the problems that are experienced in the specific sector (Maroga, 2004:49).

The three ingredients of success in West Rand (Roodepoort) sector policing are as follows:

- The sector commanders are permanent and active sector officers. They are expected to attend every Sector Crime Forum meeting in their sectors, to have a working knowledge of crime patterns and risk factors in their sectors, to participate in sector specific problem-solving exercises at monthly meeting, to gather sector-based intelligence, and to establish crime prevention initiatives with citizen networks. It is the job of every uniformed officer.
- Each sector is policed by at least one dedicated person, a 24-hour sector vehicle and be staffed by dedicated personnel.

Because of the implementation of sector policing, members are more focused and know their sectors. They have close contact with the community and also train private security officers to be alert to certain crimes. The municipality, the businesses and the community realize that they all have to play a role in the fight against crime in their area. It improves visible policing and makes the police more accessible to the community. Shopping centres and businesses sponsored cell-phones and air-time for sector commanders. A garage in the area services the sector vehicles to keep them in working condition.

During this research the respondents reacted as follows to a statement pertaining to sector policing and visible policing:

Table 91: Sector policing improves visible policing and accessibility to community

Sector policing improves visible policing and accessibility to community	Frequency	Percent
Definitely disagree	5	1.5
Disagree	4	1.2
Uncertain	6	1.8
Agree	187	56.2
Definitely agree	131	39.3
Total	333	100.0

From the contents of table 91, a very positive reaction was derived from the respondents, as 318 (95.5%) agreed that sector policing improves visible policing and thus makes the police more accessible to the community. Those who declared themselves not in favour of the statement were only 1.8%. Very few of respondents did not want to commit themselves, 6 (2.7%). It is important that there should be consultation between the police and the community in order that the two parties should come together in improving visible policing and identifying problems in the society.

The differing roles of the Sector Crime Forum (SCF) and the Community Police Forum (CPF) will be discussed briefly.

#### 4.7 COMMUNITY POLICE FORUM AND SECTOR CRIME FORUM

The main problem is that the Community Police Forum and Sector Crime Forum can easily become battlegrounds for community in-fighting and arguments over what constitutes good community representation.

Currently, there is a lack of common understanding as to what sector policing is and how Sector Crime Forums differ from Community Police Forums. The *National Instruction on Sector Policing (2003)* and *The National Instruction on Sector*

*Policing* (2005) unequivocally state that the SCF and CPF have to work in collaboration, with the CPF acting as a statutory body and the SCF as an operational body. Both the Community Police Forums and Sector Crime Forums form the bedrock of effective law enforcement and crime prevention. Community Police Forums have a key role to play in, among other areas, the determination of and participation in crime prevention programmes while Sector Crime Forums play a role in the determination of and participation in visible policing within sectors. These forums have also played a valuable role in ensuring greater co-operation with SAPS at local level (*White Paper on Safety and Security, 1999-2004:34*). These distinctions are not always clear. The lack of clarity is shown clearly from the reactions of the subjects.

Table 92: Sector Crime Forum activities differ from Community Police Forum activities

Sector Crime Forum activities differ from Community Police Forum activities	Frequency	Percent
Definitely disagree	18	5.4
Disagree	43	12.9
Uncertain	42	12.6
Agree	175	52.6
Definitely agree	55	16.5
Total	333	100.0

The table above shows that 69.1% of the respondents were in agreement with the statement and 18.3% of the respondents did not agree with the statement. Some 12.6% of the respondents were uncertain about the statement. This shows that there are still problems that require the intervention of outsiders to explain the difference between these two concepts.

The subjects from the Policing Districts differed significantly from one another pertaining to this issue.

Table 93: Police District versus Sector Crime Forum differs from Community Police Forum

Police District	Sector Crime Forum differs from Community Police Forum activities					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Vhembe	2	5	8	51	22	88
Mopani	6	24	12	31	15	88
Capricorn	9	11	17	46	10	93
Waterberg	1	3	5	47	8	64
Total	18	43	42	175	55	333

Chi-square 49.682; df 12; prob. 0.000

The above table demonstrates the statistically high significance of the differences between the four Policing Districts pertaining to the statement that the Sector Crime Forums are different from the Community Police Forums. The Vhembe subjects were more convinced than the other Police Districts that the Sector Crime Forum is something different from the Community Police Forum. Then followed Capricorn, Waterberg and Mopani – who all agreed that there is a difference, but they felt less strongly about it. These differences should be understood in terms of the length of time sector policing has been implemented – Vhembe being the longest.

Gender had a statistically significant influence on the views pertaining to the statement that Sector Crime Forum activities differ from Community Police Forum activities.

Table 94: Gender versus Sector Crime Forum differs from Community Police Forum

Gender	Sector Crime Forum activities differ from Community Police Forum activities					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Male	9	27	23	129	30	218
Female	9	16	19	46	25	115
Total	18	43	42	175	55	333

Chi-square 12.337; df 14; prob. 0.015



From the above table, it is clear that the males were more convinced than females that the Sector Crime Forum differs from the Community Police Forum. The reason for this finding is not clear. It might be related to discriminatory training or to the way in which the female members are being utilized with reference to this issue.

Some practical proposals indicated that building on the idea of “safer communities” is a primary objective of sector policing. In the Policy Document on Sector Policing 2005, there are some practical possibilities for the implementation of the sustainability of this concept. The following are some thoughts in this regard:

- Sector policing should be seen as the basis for a community safety network in each sector.
- Sector Crime Forum should be regarded as the Operational Management Centre of all the safety or security measures employed in a sector.
- Sector Crime Forum is the direct link between a sector and the police station. Therefore the police station always remains in overall control of its entire sector through the various SCF's.
- The safety network in each sector can consist of various police and community actions.

The CPF should be involved in the demarcation and implementation of sector policing. The biggest concern is that sector policing will not be visible and Community Police Forums will still be perceived as an additional function to ordinary police work.

Community-police partnership is one of the key ingredients in sector policing (Travis, 1998:142). However, the participants had strong views in this regard.

Table 95: CPF members must be involved in implementing sector policing

CPF members must be involved in implementing sector policing	Frequency	Percent
Definitely disagree	8	2.4
Disagree	8	2.4
Uncertain	12	3.6
Agree	110	33.0
Definitely agree	195	58.6
Total	333	100.0

This table shows that 305 (91.6%) of the respondents agreed that CPF members should be involved in the implementation of sector policing at stations. Of the respondents, 12 (3.6%) were not certain whether they should be involved or not. Only 16 (4.8%) disagreed with the statement. For sector policing to work, and to achieve an equal partnership, more police and community members will have to become involved and this should be the case for the future.

Statistically speaking, highly significant differences were registered between the different Police Districts pertaining to this aspect of sector policing.

Table 96: Police District versus CPF members must be involved in implementing sector policing

Police district	CPF members must be involved in implementing sector policing					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Vhembe	0	0	1	35	52	88
Mopani	2	3	0	26	57	88
Capricorn	5	2	5	36	45	93
Waterberg	0	1	1	27	35	64
Total	7	6	7	124	189	333

Chi-square 22.255; df 12; prob. 0.035

The Vhembe Police District is more convinced than the other Police Districts that the CPF members must be involved in sector policing. They are followed by Mopani, Capricorn and Waterberg, each less convinced about this issue than the preceding one. This can be understood in terms of the longer time of implementation of sector policing in the Vhembe District.

The years served also had an impact on this issue.

Table 97: Years service versus CPF members must be involved in implementing sector policing

Years of service	CPF members must be involved in implementing sector policing					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Under 5 years	3	6	8	57	81	155
6-10 years	2	0	1	26	63	92
11-15 years	0	1	0	12	23	36
16-20 years	2	0	3	9	10	24
More than 21 years	1	1	0	6	18	26
Total	8	8	12	110	195	333

Chi-square 33.520; df 16; prob. 0.006

The same trend emerged here as was the case with others where the number of years of service was considered. There seems to be a statistically significant inverse relationship: the longer they have served, the less they are convinced that the CPF should indeed be involved in the implementing of sector policing (with the exception of the 16-20 years and the more than 21 years groups). It might be that the re-occurrence of this finding may be indicative of some form of skepticism in the group who has been working 16-20 years. Why this is the case would have to be researched further.

Regarding this issue, the home language differed statistically in a significant way.

Table 98: Home language versus CPF members must be involved in implementing sector policing

Home language	CPF members must be involved in implementing sector policing					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Afrikaans	0	1	1	4	1	7
English	0	0	0	0	4	4
Venda	0	1	0	21	37	59
Pedi	5	5	8	55	83	156
Tsonga	3	0	3	30	65	101
Other	0	1	0	0	5	6
Total	8	8	12	110	195	333

Chi-square 31.348; df 20; prob. 0.015

Table 98 shows that the Pedi-speaking group was more convinced than Tsonga speakers that CPF members must be involved in implementing sector policing for it succeed. They were followed by the Venda speaking group. This finding is statistically speaking, highly significant. It may be attributed to the experience of the subjects that this policing technique is not fully implemented in their areas where they (the Afrikaans and English speakers) are living. Further research is needed.

The research has also registered marked differences of responses according to marital status.

Table 99: Marital status versus CPF members must be involved in implementing sector policing

Marital status	CPF members must be involved in implementing sector policing					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Married	4	6	7	58	119	194
Single	2	2	4	48	71	127
Divorced	1	0	0	4	2	7
Widow/widower	1	0	1	0	3	5
Total	8	8	12	110	195	333

Chi-square 21.924; df12; prob. 0.038

From this table it is also noteworthy that the marital status of the participants had an impact on the view pertaining to the statement. The table indicates that married participants were more convinced about it than the unmarried participants, followed by divorcees and widow/widowers. This is an indication that those who are single are passive and do not involve themselves with sector operations.

#### 4.8 CONCLUSION

For sector policing to succeed, both the police and the community must play an active role in policing of their own communities. The problem is that both the police and the community roles may be affected by their lack of knowledge of their own legal rights and responsibilities. The lack of knowledge may lead to reluctance to get involved and committed in policing activities. The sector commander has three main responsibilities. These are to introduce and establish the concept of sector policing, the compilation of a sector profile according to guidelines and the establishment of the Sector Crime Forum. The Roodepoort sectors show that sector policing is working and that this concept makes a difference. The relevance of the Roodepoort situation for Police Districts in the Limpopo Province is to create an awareness that sector policing can also work even in the Vhembe, Mopani, Capricorn and Waterberg Police Districts since the environment of these areas looks similar. The CPF should be involved in the implementation of sector policing.

The empirical findings clearly demonstrate that the subjects support the notion that the police, the community, the sector commander, the CPF and SCF should all work together as the dominant role players to make sector policing work.

In the next chapter the focus is on some aspects of sector policing management. When all is said and done, this aspect – managing – is where the rubber meets the road as far as sector policing is concerned.

## CHAPTER 5

### MANAGING SECTOR POLICING

#### 5.1 INTRODUCTION

This chapter deals with how one would go about managing sector policing in his or her own area or sector station. Issues to be covered in this discussion include topics such as the managerial skills required for sector policing, strategic management in sector policing, problem oriented policing or problem-solving methodology as well as the management of Sector Policing Forums. Overcoming resistance to the introduction of sector policing was one of the most significant challenges faced by police managers. Police management as a science is not isolated, but forms part of what is generally referred to as public management or sometimes management (Smit & Cronje, 1992:6).

The SAPS's end product is safety and security for the inhabitants of the country. The result of the efforts of the SAPS is to create and maintain a safe and secure environment for the inhabitants of South Africa. That is what the police want to deliver. For the SAPS to achieve this, it needs to formulate a strategic plan. This is how the police will go about delivering its product. Effective and efficient managing of sector policing cannot be achieved if the stake-holders (police, community, NGO's and other state departments) are not jointly involved in the planning and decision-making process or do not apply the Integrated Development Planning (IDP) process. The researcher looks at a few aspects that relate to management, planning, decision-making, productivity, efficiency and effectiveness as elements of the management of sector policing. Cognizance has been taken of the fact that these management skills are broad concepts that are critical to any type of management. Once sector policing is implemented, administration of sector policing must take measures to ensure that it becomes institutionalized. They must develop a reward and reinforcement structure that continuously

encourages officers to implement sector policing. This means promotional and performance evaluation criteria must be adjusted to emphasize sector policing.

## 5.2 ENCOURAGEMENT

In the past, the police would respond to each incident or call. Once on the scene, they would render a service, then return to their cars or office, and wait for the next call. This is referred to as “fire brigade policing” where the police wait for calls to respond instead of being pro-active. However, in sector policing, the police leader must lead by example as an evaluator, planner, communicator, disciplinarian, councillor, manager and complaint processor (Garner, 2003:100-212).

In-service and basic training curriculum must be altered to reflect this departmental style of sector policing. Supervisors must reinforce sector policing as they provide direction. Supervision of officers by management must do everything in its power to support and improve sector policing. If this does not occur, it will very likely fail (Stretcher, 1997:124). Encouragement from the side of management could enhance this policing style to be successfully implemented. The survey respondents agreed that management must encourage sector policing.

Table 100: SAPS management in Limpopo must encourage sector policing

SAPS management in Limpopo must encourage sector policing	Frequency	Percent
Definitely disagree	4	1.2
Disagree	11	3.3
Uncertain	20	6.0
Agree	197	59.2
Definitely agree	101	30.3
Total	333	100.0

From the above table it is clear that 298 (89.5%) of the respondents deemed it necessary that the police management should encourage the implementation of sector policing in the Province. Fifteen (4.5%) did not agree with the decision and 20 (6%) were not certain. Once sector policing is implemented, administration must take measures to ensure that it becomes institutionalized and do everything in its power to support and improve sector policing.

Table 101 below demonstrates the statistically significant differences between the subjects of the four Police Districts.

Table 101: Police District versus SAPS management in Limpopo must encourage sector policing

Police district	SAPS management in Limpopo must encourage sector policing					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Vhembe	0	2	3	52	31	88
Mopani	1	2	6	43	36	88
Capricorn	2	7	11	52	21	93
Waterberg	1	0	0	50	13	64
Total	4	11	20	197	101	333

Chi-square 33.242; df 12; prob. 0.001

Table 101 above shows that the respondents from Vhembe were more convinced about the fact that the SAPS management must encourage sector policing. They are followed by Mopani, Capricorn and Waterberg. How these differences can be explained is that the implementation of sector policing needs enough resources, and because of that, the subjects also requires motivation and encouragement for sector policing to succeed.

Regarding management issues, productivity refers to how well the police provide service to citizens. It refers to the relationship between the resources



used by the police department and the amount, or level, of service provided. The National Commission on Productivity has defined productivity as the return for a given unit of input. The police supervisor is responsible for cultivating the characteristics of a leader and then applying them in a productive, positive and caring manner (Peak et al., 2004:168). Efficiency refers to the accomplishment of a given task with a minimum expenditure of resources (Peak et al., 2004:168). Efficiency in the same context means satisfying the most essential needs of the community. Effectiveness refers to how well the task is performed, regardless of costs, as a result of programme activities (Peak et al., 2004:169). However, the police supervisor is responsible for communicating with others in such a manner that employees are understood, trust and mutual support are engendered. The police supervisor is responsible to unleash and direct an employee's motivation for higher levels of performance. She/he is in turn responsible for creating a partnership with his or her work team that is based on empowerment and results in enhanced commitment, better decision-making and good police work (Pelser, 2002:73). The police supervisor is also responsible for combating distress and maintaining wellness within the work group. To achieve all of these police leaders must act as visionary, interpreter, clarifier, facilitator, mediator, arbitrator and cheerleader. This is needed now and will be needed in the years to come (Whisenand, 1998:253).

### 5.3 TRANSFORMATION

The implementation of transformation in any organization is a very difficult task. Hence, change does not come easily. There is always resistance to change because of the uncertainties involved. This is also true as far as the SAPS are concerned. Smit and Cronje (1992:252-255) outlined the common reasons for resistance to change that include the following:

- Inertia: it is a reluctance to depart from the traditional way of doing

things, and a desire to maintain the status quo.

- Timing: if time or transformation is inconvenient, people may resist change.
- Surprise: it is a key aspect of timing and receptivity. If the change is sudden, unexpected, extreme or radical, resistance may be initially almost a reflexive reaction.
- Pressure: This is indicative of work groups occasionally resisting new ideas. Even if individuals do not strongly oppose a change suggested by management, the group may band together in opposition.

Other change-specific reasons for resistance to change are:

- Parochial self-interest: Many impending changes threaten the self-interests of people within the organization. A change might potentially diminish their power or influence their claim to limited resources or the freedom to take decisions.
- Uncertainty: Perhaps the biggest cause of employee resistance to change is uncertainty. Employees may worry about their ability to meet the new job demands, they may think their job security is threatened or they may simply dislike ambiguity.
- Misunderstanding and lack of trust: When individuals do not fully understand why the change is occurring and what its implications are they will resist change.

Seeing that transformation is a very difficult task, one could question whether police management has succeeded in transforming the police into a service-oriented organization or not. According to the *White Paper on Safety and Security* (1998:9-10), the transformation process in the police along with the pressures of crime, have resulted in a multiplicity of strategies and plans within the Department of Safety and Security. Police managers have become so enamoured of plans and strategies that these have become objectives in

themselves.

However, an analysis of these suggests that progress has been attained in many areas and that the transformation of the Department to achieve greater effectiveness is under way. The agenda set by the democratic government since 1994 continues to present important challenges to the police and the most important of these relate to the development of a professional and representative public service.

The *White Paper on the Transformation of the Public Service (Batho Pele White Paper, October 1997:10)* sets out a number of priorities, amongst which the improvement of service delivery is outlined as the key to transformation. This White Paper lays down the following eight Batho Pele Principles for the transformation of Public Service Delivery (*Batho Pele White Paper, 1997:10-13*):

➤ consultation

Citizens should be consulted about the level and quality of the public service they receive.

➤ service standards

Citizens should be told what level and quality of public service they will receive, so that they are aware of what they can expect.

➤ access

All citizens should have equal access to the services they are entitled to receive.

➤ courtesy

Citizens should be treated with courtesy and consideration.

➤ information

Citizens should be given full, accurate information about the public services they are entitled to receive.

➤ openness and transparency

Citizens should be told how national departments and provincial administrations are run, how much they cost, and who is in charge.

➤ redress

If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation, and a speedy and effective remedy, and when complaints are made, citizens should receive a sympathetic and positive response.

➤ value for money

Public services should be provided economically and efficiently in order to give the citizen the best possible value for money.

The above-mentioned principles are confirmed by the *Journal of Public Administration* (34 (2) June 1999:104-121). According to the *Journal* (1999:104), some governments, in order to improve service delivery, have adopted private sector practices in recent years. The most important objective of this approach is to improve public sector service delivery through, among others, consulting users of services, setting service standards, increasing access to facilities, ensuring courtesy when dealing with citizens, providing more useful information, increasing openness and transparency, rectifying mistakes and failures, providing the best possible value for money, enhancing accountability, encouraging innovation, rewarding excellence and forming a wider partnership with the community.

#### 5.4 THE CONSTITUTION OF SOUTH AFRICA AND THE SAPS

According to section 205 (3) of the *Constitution, 1996*, the objectives of the police service are to prevent, combat and investigate crime, to maintain public order, to protect and secure the inhabitants of the Republic of South Africa, their property, and to uphold and enforce the law.

From the reference to the section above, it is indeed clear that the police must observe and uphold the Constitution of the Republic of South Africa. In the preamble of the *South African Police Service Act, No. 68, 1995* it is stated that there is a need to provide a police service throughout the national territory to:

- ensure the safety and security of all persons and property in the national territory
- uphold and safeguard the fundamental rights of every person as guaranteed by Chapter 3 of the Constitution
- ensure co-operation between service and communities it serves in the combating of crime
- reflect respect for victims of crime and an understanding of their needs; and
- ensure effective civilian supervision over the service.

In any democratic country, the police are the custodian of the Constitution of that country in question. The police are expected to be loyal and trustworthy to the government of the day irrespective of who is in power. It is because of this reason that the police should always be perceived as a-political by the citizens of the country at large.

According to Sheehan and Cordner (1995:14-15), the role of the police in a democratic state is not an easy task. In a democracy, the government is established to serve the people, to follow their demands and to operate with their consent. Much of policing, however, involves making people behave

against their wishes or prohibiting them from doing what they please. Related to this, a basic element of democracy is freedom. From the above-mentioned statement, it is clear that the exercise of policing is in direct conflict with the values of a democratic society.

The station commissioner has the responsibility to establish the sector policing concept in his or her policing area and is in overall command of the process. She/he is also responsible for determining the number of sectors and boundaries according to the needs and capacity of the police station as well as appointing and supporting sector commanders during the execution of their duties.

The respondents were asked to give their views pertaining to this issue. Their responses are mentioned below:

Table 103: Station commissioners must support sector commanders

Station commissioners must support sector commanders	Frequency	Percent
Definitely disagree	6	1.8
Disagree	2	.6
Uncertain	1	.3
Agree	82	24.6
Definitely disagree	242	72.7
Total	333	100.0

From this table the majority of respondents 324 (97.3%) supported the statement and only 8 (1.4%) respondents disagreed with the statement while 1 (.3%) respondent was not certain. The station commissioner at the station has the responsibility to make sure that sector policing is functioning and is well resourced, and also to make sure that the sector commanders attend workshops to empower them about sector policing.

The respondents registered statistically significant differences with reference to the Police District they come from and the support for the statement that station commissioners should support the sector commanders.

Table 104: Police District versus station commissioners must support sector commanders

Police district	Station commissioners must support sector commanders					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Vhembe	0	0	0	28	60	88
Mopani	1	0	1	11	75	88
Capricorn	4	2	0	26	61	93
Waterberg	1	0	0	17	46	64
Total	6	2	1	82	242	333

Chi-square 23.412; df 12; prob. 0.024

Vhembe, Mopani and Capricorn were jointly more convinced than Waterberg about the support of the station commissioners for the sector commanders. This finding can be explained in terms of more awareness and the availability of more resources in Vhembe District because it has been implemented longer in this District.

According to their marital status, the respondents differed in how strongly they support this statement.

Table 105: Marital status versus station commissioners must support sector commanders

Marital status	Station commissioners must support sector commanders					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Married	2	0	0	49	143	194
Single	4	2	0	30	91	127
Divorced	0	0	1	3	3	7
Widow/widower	0	0	0	0	5	5
Total	6	2	1	82	242	333

Chi-square 55.629; df 12; prob. 0.000

The above cross tabulation demonstrates that the participants who are married support the statement that station commissioner must support sector commanders in order to achieve the goal of policing. One could have expected this finding, due to the stronger feelings of responsibility of married respondents.

## 5.5 RECRUITING AND RESERVISTS

Points for discussion should include crime prevention needs identified by the sector commanders and Sector Crime Forums (SCF). The briefing of the sector commanders on the latest crime situation in their respective sectors is important in order to give guidance or direction to the sector commanders in general, to ensure that the sector profile is compiled and updated regularly, to ensure that sector reservists are recruited in terms of chapter 2 of the National Instruction on Police Reserve 1/2002, category “D”.

The reservist under category “D” shall perform functions related to sector policing in urban and rural areas at station level. In addition, the reservists may be utilized in sector policing functional operations, such as the patrolling of specific sectors especially in rural areas as specified by the crime prevention officer.

Sector reservists are trained and managed effectively to ensure the effective functioning and performance of sector teams as well as to liaise with external role players on behalf of the sector commander.

They are also trained to facilitate the implementation of long-term proactive strategies as well as to organize specific crime prevention projects and operations to address the identified needs of the sector.

The research respondents reacted as follows:



Table 106: Category “D” reservists must be recruited to provide manpower for sector policing

Category “D” reservists must be recruited to provide manpower for sector policing	Frequency	Percent
Definitely disagree	2	.6
Disagree	9	2.7
Uncertain	21	6.3
Agree	168	50.5
Definitely agree	133	39.9
Total	333	100.0

From table 106, it is clear that the majority of respondents 301 (90.4%) agreed that category “D” reservists should be recruited to provide manpower for sector policing while only 11 (3.3%) did not agree with the statement. Some 21 (6.3%) of the respondents did not want to commit themselves. The reservists under this category should be recruited to execute functions related to sector policing in urban and rural areas at station level.

The subjects from the different districts were not equally convinced about the role of the category “D” reservists pertaining to the manpower for sector policing. The finding is illustrated in the following cross tabulation.

Table 107: Police District versus category “D” reservists to provide manpower for sector policing

Police district	Category “D” reservists must be recruited to provide manpower for sector policing					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Vhembe	0	0	3	46	39	88
Mopani	0	1	7	39	41	88
Capricorn	2	7	4	42	38	93
Waterberg	0	1	7	41	15	64
Total	2	9	21	168	133	333

Chi-square 30.335; df 12; prob. 0.002

The respondents from the Vhembe Police District agreed more strongly than the others with this statement. The views of the subjects from Mopani and Capricorn were equally weighted. The Waterberg subjects did not agree as strongly as the other subjects, although they also supported the statement. This finding can be related to the fact that the notion of a police-community partnership was first implemented in Vhembe District.

## 5.6 COMMUNICATING THE VISION

With regard to communicating the vision, sector policing should be communicated to all members from top officers to their subordinates in the SAPS. If the concept is not well communicated, it will contribute to problems not susceptible to managerial control. The first example of this was an apparent failure by those responsible for implementing sector policing at Holloway and across London, to explain to their personnel either why it was being introduced or what the principles underlying it were. Similar communication problems arose when sector policing was initially introduced in Johannesburg (Dixon & Rauch, 2004:41).

Communicating the vision will at the same time empower the community. The SAPS must do more to empower its own employees. Officers at sector level should have the opportunity and power to identify and prioritize problems and to make decisions about how to solve such problems. SAPS supervisors should have the chance to be mentors and motivators they were hired to be. The SAPS should develop organizational values that emphasize individual creativity, initiative, and ingenuity among SAPS members at all levels. Recognizing that these qualities do not just happen, the SAPS must nurture and reward its members. New approaches to training, new ways of measuring individual performance based on results, better and more regular career development opportunities and improved and ongoing communications between SAPS management and employees are critical for boosting

productivity and morale (Toch, 1997:274). Managers can improve resources without adding personnel, by improving motivation, achieving higher levels of competency and improving efficiency (Khumalo, 2006:22).

Pertaining to communicating the vision, including that the sector commander can make his or her own decisions in the sector; the responses from the participants were as follows:

Table 108: Our sector commander can make decisions on his/her own in the sector

Our sector commander can make decisions on his/her own in the sector		Frequency	Percent
	Definitely disagree	11	3.3
	Disagree	17	5.1
	Uncertain	31	9.3
	Agree	190	57.1
	Definitely agree	83	24.9
	Total	332	99.7
	No response	1	.3
Total		333	100.0

According to table 108, 273 (82%) of the respondents agreed that the sector commander is able to make decisions on his or her own in his sector. The other figure indicates that 28 (8.4%) of the respondents did not agree with the statement. Another figure indicates that 9.3% did not want to commit themselves. This means that the respondents think that the sector commander understands the activities of sector policing which means that he/she can execute the work effectively. In many instances, these sector commanders feel that they are not at liberty to be creative in their activities. The different Police Districts were not equally convinced that their sector commanders should make decisions on their own. Highly statistically significant differences were registered in this regard.

Table 109: Police District versus our sector commander can make decisions on his/her own in the sector

Police district	Our sector commander can make decisions on his/her own in his sector					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Vhembe	3	3	7	46	29	88
Mopani	2	4	9	46	27	88
Capricorn	5	9	13	47	18	92
Waterberg	1	1	2	51	9	64
Total	5	2	9	203	113	332

Chi-square 30.399; df 12; prob. 0.002

The subjects from the Vhembe Police District were more convinced than any of the other districts that their sector commander can make his/her own decisions pertaining to his/her sector. They are followed by Mopani who is less sure about it. Next is Capricorn, and Waterberg is the least convinced that this can happen. These differences can be understood by remembering that sector policing has been implemented the longest in this District. Likewise, the respondents also reacted as follows.

Table 110: Years of service versus our sector commander can make decisions on his/her own in the sector

Years of service	Our sector commander can make decisions on his/her own in the sector					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Under 5 years	3	11	15	85	41	155
6-10 years	4	0	6	60	21	91
11-15 years	2	2	1	18	13	36
16-20 years	0	3	3	13	5	24
More than 21 years	2	1	6	14	3	26
Total	11	17	31	190	83	332

Chi-square 26.346; df 16; prob. 0.049

The above table shows that those who have worked less than five years were most convinced that their sector commander should make decision in his/her sector during the execution of sector policing than those who have worked 6-10 years. These groups were more convinced. Those who have served in the SAPS for 11-21 years were less convinced. The longer they have served, the less they are convinced.

This finding can be related to the fact that those who have served less than five years have learned more about sector policing during the basic training.

The table below indicates other statistically significant differences that were recorded during this research pertaining to this statement.

Table 111: Marital status versus our sector commander can make decisions on his/her own in the sector

Marital status	Our sector commander can make decisions on his/her own in the sector					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Married	3	8	19	120	43	193
Single	7	8	9	68	35	127
Divorced	1	1	0	2	3	7
Widow/widower	0	0	3	0	2	5
Total	11	17	31	190	83	332

Chi-Square 30.851; df 12; prob.0 .002

The above cross tabulation demonstrates that the respondents who are married supported the statement that their sector commander should make decisions in his/her sector during the execution of sector policing. One could have expected that this would be the outcome, because, as married persons who themselves have more persons to fend for, they would also expect more responsibilities to be executed by the sector commanders.

## 5.7 NEEDS AND EXPECTATIONS

SAPS managers must spend time attending to expectations, needs and interests of their subordinates if their social performances are to be satisfactory. The police need to know what it is that is fundamentally valued by society (Adlam & Villiers, 2003:34).

Table 112: Top management in Limpopo Province must consider needs and expectations of sector commanders

Top management in Limpopo Province must consider needs and expectations of sector commanders		Frequency	Percent
	Definitely disagree	5	1.5
	Disagree	2	.6
	Uncertain	9	2.7
	Agree	203	61.0
	Definitely agree	113	33.9
	Total	332	99.7
		1	.3
Total		333	100.0

From this table it is clear that most of the respondents felt that the top management of the SAPS should take the needs and expectations of the sector commander into consideration 316 (94.9%), while 7 (2.1%) of respondents disagreed with the statement.

The other figure indicates that only 9 (2.7%) were not certain about the statement that the top managers should address the wants, needs and interests of sector commanders if the execution of duties is to be satisfactory.

The Police District the respondents came from had an influence on their views

in this regard.

Table 113: Police District versus top management must consider the needs and expectations of sector commanders

Police district	Top management in Limpopo Province must consider the needs and expectations of sector commanders					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Vhembe	0	0	2	56	30	88
Mopani	1	0	2	46	39	88
Capricorn	3	2	4	47	36	92
Waterberg	1	0	1	54	8	64
Total	5	2	9	203	113	332

Chi-square 30.399; df 12; prob. 0.002

The finding from the above table demonstrates the statistically significant differences between the respondents from the different policing districts. It indicates that the Vhembe, Mopani and Capricorn Police Districts are more convinced about the support that is needed for the sector commanders from top management, than is the case with the Waterberg District's subjects.

The Vhembe District in which sector policing has been applied for a longer time once again supported the issue the strongest.

In the same vein, the research has also demonstrated statistically significant differences between those subjects who were employed more recently and those who have been working for quite some time for the SAPS.

The respondents also differed with regard to the amount of years they have work for the South African Police Service.

Likewise, the respondents reacted as follows:

Table 114: Years of service versus top management must consider the needs and expectations of the sector commanders

Years of service		Top management in Limpopo Province must consider the needs and expectations of sector commanders					Total
		Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Under 5 years	5	1	0	7	94	52	154
6-10 years		0	1	1	55	35	92
11-15 years		3	0	0	23	10	36
16-20 years		0	1	1	14	8	24
More than 21 years		1	0	0	17	8	26
Total		5	2	9	203	113	332

Chi-square 27.098; df 16; prob. 0.040

It is clear from table 114 that the subjects who have been working for SAPS less than five years were more convinced that this type of support is indeed required. When the range from less than 5 years to 10-20 years of service is considered, the results indicate an inverse relationship – the longer they have worked for SAPS, the less they think the sector commanders' needs must be considered by Top Management. Those who have worked more than 21 years are more convinced about this issue than those who have worked 16-20 years. The reasons for these differences could be linked to the assumption that those who have worked under five years for SAPS (and even up to 15 years) might be more aware of the needs of the sector commanders than those who have worked longer. Those who have worked up to 15 years for SAPS started their careers the year before the democratic elections of 1994 – thus starting in the new SAPS. Therefore, one can assume that they are more



accustomed to and more in agreement with the new policing philosophy that included sector policing.

## 5.8 CHANGES

Policing is the result of one of society's most basic needs. The role of the police forms part of a network of societal roles that contributes to social order in South Africa. Although the police are vested with many powers and authority to execute their functions, they must view the execution of their powers and the accountability of the SAPS as a whole in the broader context of South Africa as a democratic society.

In order for sector policing to become institutionalized, specific changes must occur within the SAPS. These changes take sector policing beyond a philosophy, into the heart and soul of the police agency and include changes in structure, culture, strategy and management of policing.

### 5.8.1 Police Structure

The changes in the structure focus on the way the police organization is designed and managed in order to reach its goal. Changes within the structure involve changes in recruitment, training, rewards, promotion and the establishment of a specialized unit in crime prevention activities such as sector policing as a style of policing. For the changes and sector policing to succeed, community members should be trained about sector policing activities (Burton, 2003: 28). The organizational and structural issues associated with sector policing are briefly summarized in the following changes (Stretcher, 1997:288):

- Sector policing requires changes in the way that police work allows time for problem-solving.
- Sector policing requires the decentralization of organizational power in a manner that allows line officers greater freedom to address human

- and social problems.
- Sector policing requires a flatter organizational structure of the police department.
- It also requires educating the public on the new nature of police work especially as it relates to change in police responses to citizens' calls for service.
- Sector policing requires a new system of accountability that allows citizens direct input into the process of evaluating police efforts.

The police management should strengthen the Sector Crime Forum as it is seen as a source of community input into the process of problem identification and to improve their capacity in order to mobilize the people against crime and to improve co-operation between the people and law enforcement agencies (Mbeki, 25 June 1999).

As far as structure is concerned, sector policing demands the following changes:

FROM	TO
A centralized structure	Decentralized structure
Standardized and uniformity	Flexibility and diversity
An autocratic command of control style	A participative and consultative style
Operational management of status quo	Strategic leadership of change
Focus on short-term strategies	Focus on long-term impact of strategies
A narrow training emphasis on fitness	Broader training, emphasis on knowledge of crime prevention activities, conflict resolution, problem-solving and community participation
Head office as a source of order, rules and regulations	Head office as a source of support and dissemination of values
The measurement of performance based on quantitative criteria such as the number of arrests	The measurement of performance based on qualitative criteria such as the achievement of community goals or solution of problems

The police supervisor is responsible for designing a work structure that facilitates all employees, making a maximum contribution for accomplishing the mission of the SAPS (Whisenand, 1998:281).

### 5.8.2 Police Culture

The SAPS organizational culture is in essence a sub-culture because each member brings to the organization attributes of his or her own culture. Most generally, police culture can be described as the occupational beliefs and values that are shared by officers across the whole country (Roberg, Crank & Kuykendall, 2000:255).

According to Van Heerden (1986:82), culture is a set of values by which people's behaviour patterns are influenced. A truly efficient and effective policing would only be achieved when policing developed a professional culture underpinned by superior management practices and a commitment to corporate excellence and community relations is integral (Newburn, 2005:707).

The police need to move away from paramilitary policing in the service of the state to community based policing for which a wholly new style of leadership is required. This is incompatible with the performance management culture, which has now been superimposed where sector policing has been tried (Cassels, 1996:154).

At cultural level, sector policing aimed to encourage the rank and file away from action centred crime fighting by devolving responsibility to officers in the identification and planning of solutions to problems. In doing so, informal ways of resolution other than relying on law enforcement were to be developed (Goldsmith, 1990:94).

A change in culture involves changes in attitude, values and norms of behaviour. The objective of cultural change is to modify outdated patterns of behaviour towards the public so that they fit in with the mission and goal of the

service. When the researcher speaks of change, he means changing in accordance with the above-mentioned values.

When changing the culture the following should be looked at:

FROM	TO
An emphasis on hierarchy, rank and authority	An emphasis on participation, creativity and adaptability
An emphasis on existing practices and procedures	A balance between old and new
Prescriptiveness	Adaptability and flexibility
Lack of accountability towards the community	Openness, communication and recognition of results
Internal solidarity	External solidarity

There is a need to change the culture of the police organization as a whole before it can change its entrenched practices.

### 5.8.3 Police Strategy

Changes in strategy involve re-defining the South African Police Service's relationships to its clients. The focus is on the type of service that is delivered to the community by the police and on the way in which the service is rendered. The objective of strategic change is to rethink and revive the idea of what business the police are in and to re-position the police for better success in future (Steinberg, 2004:52). The police strategy should change as follows:

FROM	TO
An emphasis on crime control as the primary responsibility of the police	An emphasis on service to community, crime prevention and the solution of community problems
An emphasis on serious crimes	An emphasis on community problem-solving according to the needs of the community
An essentially reactive approach to the problem of crime and violence	A balance between reactive and proactive activities
Quick response to all calls for service	Variable response depending on need
Dealing with incidents in a fragmented way	The identification of tendencies, patterns and flashpoints and trying to address the causes thereof

Policing which is impersonal and removed from the community	Consultation and personal liaison with the community
Arrest and prosecution as the primary answer to a problem	Arrest and prosecution as the secondary answer to a problem
Police are seen as the sole agency responsible for prevention and crime combating	Accentuating co-operation between the police, the public and private service agencies
An emphasis on efficiency – “doing things right”	An emphasis on effectiveness – “doing the right things”

Police agencies became law enforcement agencies. Their goal was to control crime. Their principal means was the use of criminal law to apprehend and deter offenders. Activities that drew police into solving other kinds of community problems and relied on other kinds of responses were identified as social work. Police leaders need to keep in touch with those whom they lead, and to share the moral risks that the police face in the moral minefield of policing. If policing by consent is to have any real significance, the kinship of police leaders must include the other public whom they serve (Kotze, 1994:VT4-5).

According to Goldstein (1990:228), policing by consent is the central idea of British policing. Policing by consent is a renewable doctrine, it is an organic doctrine style, and it is also a realistic doctrine.

#### 5.8.4 Management

One of the most fundamental issues for any service delivery in police environment is trust in the service provider. This fundamental issue takes on a specific meaning that could be regarded as critical for the service to be successful in executing its tasks as set out in the Constitution. Without true managers who can show the way and without public to show trust in the organization, sector policing will forever remain an idea and then all efforts by the organization will be futile (Jones, 2003:603).

However, police managers must change:

FROM	TO
An emphasis on bureaucratic management	An emphasis on strategic management
Focus on administrative management.	Focus on people or participative management.
An emphasis on maintenance management	An emphasis on management of change

The essential role of police management in implementing and sustaining sector policing is self-evident. If the South African Police Service is to change and if sector policing is to work, we need police managers who have the ability to adapt. The responsibility is vested upon the police managers to foster immediate implementation of sector policing and encourage changes and adaptations.

The participants were asked about the importance of the implementation of sector policing. They reacted as follows:

Table 115: Sector policing should be implemented immediately

Sector policing should be implemented immediately	Frequency	Percent
Definitely disagree	7	2.1
Disagree	6	1.8
Uncertain	7	2.1
Agree	124	37.2
Definitely agree	189	56.8
Total	333	100.0

From table 115, it is clear that the majority of respondents 313 (94%) do agree with the statement that sector policing should be implemented immediately at station level and that all of the people in society should take part to make it work. Both parties should be concerned for the safety of the community. Thirteen (3.9%) did not agree with the statement and seven

(2.1%) were not certain.

#### 5.8.4.1 From bureaucratic management to strategic management

Bureaucratic managers often tend to place the interests of the institution before those of its clients. Strategic managers, on the other hand, are likely to adapt the organization according to the needs and priorities of their clients. A strategic manager has the following qualities (Kotze, 1994:VT6):

- The strategic manager has a proper firsthand knowledge of the problems and needs of the community he or she serves.
- He/she keeps his plan on the ground.
- He/she listens to and communicates with as large a segment of his or her clients and subordinates as possible.
- He/she is seen and not just heard.
- He/she uses his knowledge and insight of the community and the internal workings of his organization to proactively identify and solve problems.
- He/she strives to be a true partner for the community and true leader for the subordinates.

#### 5.8.4.2 From administrative management to participative management

Administrative management is overly concerned with planning, organizing, budgeting and controlling. People are seen as cogs in a giant machine. Participative management is the process in which managers and employees work together as peers to produce exceptional service that exceeds client expectations.

Participative managers, on the other hand, realize that people are an organization's greatest asset and use their time to motivate, develop,

empower and co-ordinate their subordinates.

This does not mean that there is no place for administrative management. It will always form part of a large organization such as the South African Police Service, and there will be a need of all of possible police management qualities to accomplish a successful transition to sector policing.

#### 5.8.4.3 From *status quo* management to management of change

The management of change is the core of the leader's role. Where traditional leaders are concerned with maintaining the status quo, leaders are concerned with changing it.

This means that leaders need the following qualities (Kotze, 1994:VT6):

- Leaders must be able to recognize both opportunities and weaknesses.
- Leaders must be willing to critically question existing practices and must be willing to experiment with new ways.
- Leaders must realize that change begins with oneself and must, therefore set the example.
- Leaders must realize that success is a group effort, in other words, they must be able to participate in and promote teamwork.

## 5.9 QUALITY OF MANAGEMENT

The management focus of police has been to reduce sloppiness, inefficiency and corruption, including political interference. Police management must not only refocus on citizens, but it must also empower employees with the ability to better respond to citizens' needs. In the past, police leadership was defined as establishing goals and work standards for employees. Once work



standards were established, management undertook to ensure that employees complied with them. Under total quality management, leadership is seen as giving officers and first line supervisors the authority to make a decision that traditionally was reserved for higher-ranking officers. Management must vest line officers and units with authority to do their job.

Management is seen as a mechanism to facilitate rather than control the activities of officers and units. Here, management must ensure that officers have resources and are supported to do the job. This requires that the officers be allowed to network. Total quality management means those police officers who are able to pursue a wide variety of alternatives when attempting to solve problems (Trojanowicz et al., 2002:100).

According to Coleman (2002:73), leadership is characterized by loyalty, common sense, trustfulness, reliability, job knowledge, interest, patience, empathy, tact and fairness including ability to motivate subordinates and to communicate effectively. However, managerial planning, which is often referred to as the blueprint effectiveness should be established with certain concepts in mind. Leading by example matters in many organizations.

Good police leaders must have a clear understanding of the principles on which their profession is based. Effective police leaders are sensitive to the wider social, cultural, political and business environment within which the police service operates.

Effective police leaders possess a wide range of people skills, amongst which listening, supportive confrontation, conflict management, negotiation skills and collaborative problem-solving are fundamental.

Good police leaders are exemplary practitioners who set and maintain high personal and professional standards in the work place. They are rigorous professionals striving for excellence, who demonstrate both intellectual and

moral virtues. Effective police leaders are trustworthy, open, honest, fair and compassionate. They are willing to confront poor performance as well as dysfunctional and inappropriate behaviour. Effective police leaders have a vibrant approach to the challenges facing their part of the police organization.

They are recognized as individuals because of their warmth (Goldstein, 1990:77-78). Sector policing also places a high premium on the leadership skills of non-commissioned officers.

The subjects were asked to give their views about the role and commitment of HQ to the implementation of sector policing.

Table 116: Head Quarters has an important role in the implementation of sector policing

Head Quarters has an important role in the implementation of sector policing	Frequency	Percent
Definitely disagree	7	2.1
Disagree	6	1.8
Uncertain	7	2.1
Agree	124	37.2
Definitely agree	189	56.8
Total	333	100.0

From this table, the majority of respondents 291 (97.4%) supported the statement and only 20 (6%) respondents disagreed with the statement, while 22 (6.6%) respondents were not certain that the Head Quarters has the responsibility to make sure that sector policing is functioning and is well resourced.

This research found statistically highly significant differences between the Police District where the respondents came from and their view pertaining to the statement that the commitment of Head Quarters to the philosophy and practice of sector policing is very important for implementation.

Table 117: Police District versus Head Quarters commitment has an important role in the implementation of sector policing

Police district	The commitment of Head Quarters has an important role in the implementation of sector policing					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Vhembe	0	2	6	47	33	88
Mopani	1	6	1	41	39	88
Capricorn	5	4	11	52	21	93
Waterberg	1	1	4	49	9	64
Total	7	13	22	189	102	333

Chi-square 39.016; df 12; prob. 0.000

It is interesting to note that the subjects from Vhembe and Mopani lead in the support for the statement, followed by Capricorn and Waterberg, who were less convinced than the other Police Districts about this statement. This finding is statistically speaking highly significant. One can argue that the reasons for these differences can be linked to the resources to make it work and to sustain it for the sake of the community.

The number of years the respondents worked for SAPS also registered statistically significant differences regarding this same issue.

Table 118: Years of service versus Head Quarters has an important role in the implementation of sector policing

Years of service	Head Quarters has an important role in the implementation of sector policing					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Under 5 years	2	7	16	83	47	155
6-10 years	0	1	1	60	30	92
11-15 years	3	1	1	20	11	36
16-20 years	1	3	1	13	6	24
More than 21 years	1	1	3	13	8	26
Total	7	13	22	189	102	333

Chi-square 28.125; df 16; prob. 0.031

Those who have worked less than five years for SAPS were more convinced that the commitment of Head Quarters is very important for the successful implementation of sector policing. When one compares only the groups from less than five years to the group who have worked a maximum of 15 years, there is a clear inverse relationship; the longer they have been with SAPS, the less they are convinced about the statement. This finding can be related to the fact that the closer the subjects are to the current policing situation, the more they are convinced that sector policing needs the commitment of Head Quarters. One can also argue that those who have had more experience in policing since democratization are less convinced of the support of Head Quarters. This finding can be because the Head Office must take the responsibility to make sure that this mode of policing is implemented in the Limpopo Province.

## 5.10 STRONG MODELS

The following strong models of sector policing need to be encouraged by SAPS in terms of service delivery. If these services are improved, response is better, police are much more visible, the community starts seeing something positive happening and it is only a matter of time before one sees more community involvement and support (Newburn, 2003:317). The models of sector policing are as follows:

### 5.10.1 Area-Based Policing

This method of organizing local policing is referred to under a variety of names including sector policing, zonal policing, neighbourhood policing, team policing and geographical policing. The key characteristics of these programmes are that a police officer is assigned to that area in order to provide full implementation of sector policing.

Here follow some important characteristics of effective Area-based policing:

- The police officers know what their missions are and are committed to achieve them.
- Police officers are empowered by the organization to complete the assignment. Members empower one another.
- Police officers operate in ways that are informal and people-friendly.
- They always encourage open and spontaneous communication among members; there is no fear of reprisal.
- They seek win-win solutions to problems.
- They welcome an opportunity to explore new ideas that initially present themselves as conflicts and differences of opinion.
- Police officers make decisions by consensus of the members.

The community members are obliged to make sure that sector policing and sector structures are in existence at their policing areas. The underlying approach is that the smaller team will be able to get to know the local community and respond effectively to the needs of that area (Steinberg, 2004:28).

For this issue the respondents reacted as follows:

Table 119: Sector policing in my station is fully implemented

Sector policing in my station is fully implemented	Frequency	Percent
Definitely disagree	11	3.3
Disagree	35	10.5
Uncertain	29	8.7
Agree	156	46.8
Definitely agree	102	30.6
Total	333	100.0

Table 119 indicates that 77.4% of the respondents stated that sector policing at their stations was fully implemented. Whereas 13.8% of the respondents were not in agreement with the statement, while 8.7% of the respondents admitted to not knowing whether sector policing is fully implemented or not. It seems that very few respondents are not involved with the policing activities at their stations.

This is in line with the policy that members of the community should receive the service through sector policing.

In the same vein, the research has also demonstrated statistically significant differences between those who were employed more recently and those who have indicated that they have been working for quite some time for the SAPS.

Table 120 indicates that those with less than 5 years service agreed more.

Table 120: Years of service versus sector policing in my station is fully implemented

Years of service	Sector policing in my station is fully implemented					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Under 5 years	3	10	13	78	51	155
6-10 years	4	9	7	43	29	92
11-15 years	2	3	3	16	12	36
16-20 years	0	8	1	9	6	24
More than 21 years	2	5	5	10	4	26
<b>Total</b>	<b>11</b>	<b>35</b>	<b>29</b>	<b>156</b>	<b>102</b>	<b>333</b>

Chi-square 28.357; df 16; prob. 0.029

The above table (Table 120) shows that those who have worked less than five years were more convinced that there are enough police officers to perform sector policing duties than those who have worked 6-10 years. These groups were more convinced than those who had served longer. Those who have

served in the SAPS for 11-21 were less convinced. The longer they have served, the less they are convinced.

This finding can be attributed by the fact that those who have served less than five years have learned more about sector policing during their basic training.

Home language had a statistically significant impact on the views about the statement.

Table 121: Home language versus sector policing in my station is fully implemented

Home language	Sector policing in my station is fully implemented					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Afrikaans	0	4	2	1	0	7
English	0	0	0	2	2	4
Venda	3	11	9	24	12	59
Pedi	6	11	14	82	43	156
Tsonga	1	8	4	47	41	101
Other	1	1	0	0	4	6
Total	11	35	29	156	102	333

Chi-square 53.718; df 20; prob. 0.000

The Pedi-speaking police officials were more convinced that sector policing is implemented in their policing area. They were followed by the Tsonga- and Venda-speaking subjects of the sample. As it was indicated earlier, this finding might be related to cultural differences inherent in the different language groups.

#### 5.10.2 Multi-Agency Mechanism (MAM)

This refers to a vehicle for promoting crime prevention. This committee meets in an effort to solve the needs of that particular community sector. The Multi-Agency Mechanism is used as a tool to achieve integration. The participation

and contribution of external stakeholders and the community is also crucial to the success of the programme (Khumalo, 2006:20).

### Public Contact

These comprise programmes designed to bring the police and the community into face-to-face contact. One of the most common means of achieving this is by foot patrol. This enables the sector commanders to have first-hand knowledge of the area he patrols. He is in position to build information sources. He identifies and eliminates possible crime participants in good time.

The visible police officials in a recognizable uniform not only create an image of preventive policing but improve the opportunity of successful crime prevention and bring policing closer to the community (Burger, 2006:77).

Table 122: Aim of sector policing is to bring policing closer to the community

Aim of sector policing is to bring policing closer to the community	Frequency	Percent
Definitely disagree	3	.9
Disagree	3	.9
Uncertain	6	1.8
Agree	162	48.6
Definitely agree	159	47.7
Total	333	100.0

The above table indicates that 95.3% of the respondents were in agreement with the statement while 1.8% of the respondents did not agree with the statement, and another 1.8% of the respondents were not certain about the statement.

Statistically significant differences were discovered pertaining to this statement between the respondents from the different Police Districts.



Table 123: Police District versus aim of sector policing is to bring policing closer to the community

Police district	Aim of sector policing is to bring policing closer to the community					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Vhembe	0	1	0	42	45	88
Mopani	0	1	2	28	57	88
Capricorn	2	1	3	49	38	93
Waterberg	1	0	1	43	19	64
Total	3	3	6	162	159	333

Chi-square 27.808; df 12; prob. 0.006

The above table demonstrates that Vhembe and Capricorn are more convinced that the aim of sector policing is to bring policing closer to the community than was the case with the subjects from the districts of Mopani and Waterberg. One can explain these differences in terms of consultation and transparency between the two parties that can make both groups work together.

The research also uncovered statistically significant differences between the subjects according to educational qualification.

Table 124: Highest qualification versus aim of sector policing is to bring policing closer to the community

Highest qualification	Aim of sector policing is to bring policing closer to the community					
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	Total
Below grade 9	0	0	1	1	1	3
Grade 10 - 11	0	0	0	13	11	24
Grade 12	1	3	4	101	87	196
Diploma	2	0	1	34	43	80
Degree	0	0	0	13	17	30
Total	3	3	6	162	159	333

Chi-square 26.079; df 16; prob. 0.053

It is quite clear from table 124 above that those subjects with the grade 12 qualification were much more convinced about the fact that the aim of sector policing is to bring policing closer to the community. They were much more convinced about it than was the case with those who had a diploma or degree and those who had qualifications ranging from grade 10 to grade 11. These differences can be interpreted as follows: it is interesting that the subjects with grade 12 answered the statement in a positive way; this is an indication that the subjects are eager about this policing technique.

The research also uncovered differences according to marital status.

Table 125: Marital status versus aim of sector policing is to bring policing closer to the community

Marital status	Aim of sector policing is to bring policing closer to the community					Total
	Definitely disagree	Disagree	Uncertain	Agree	Definitely agree	
Married	1	1	4	95	93	194
Single	1	2	2	66	56	127
Divorced	1	0	0	1	5	7
Widow/widowed	0	0	0	0	5	5
Total	3	3	6	162	159	333

Chi-Square 24.158; df 12; prob. 0.019

From this table it is also noteworthy that the marital status of the participants had an impact on their view pertaining to the statement. The table indicates that married participants were more convinced about it than the unmarried participants, followed by divorcees and widows/widowers. This is an indication that those who are single do not involve themselves much with sector operations.

#### Foot Patrol

Area based foot patrol refers to the allocation of patrol in a planned and rational manner for a specific area. The sector commander is encouraged to get to know his/her area and the people living and working in it. However, foot

patrol implemented purely for economic reason would not qualify as sector policing while foot patrol implemented to enhance community contact would qualify (Oliver, 2001:231).

## Rural Development

The inception of the Integrated Sustainable Rural Development Strategy in October 2001 marked the dawn of a new era in the rural development arena in South Africa. The intention of the programme is to capitalize on the potential synergies amongst various government programmes in order to promote and support more rapid and equitable development in the country. This programme is characterized by improving provision of services, improving infrastructure and social cohesion. Integration means that all spheres of government play a defined role, all spheres of government work together in a coherent manner and Integrated Development Planning (IDP) is a tool to achieve integration.

The Integrated Development Planning forum (IDP) will promote relationships between the police and the Local Governments (Municipalities). There is a need to put resources together to address crime, for example by addressing the issue of environmental design. The whole issue of integration is about partnership, knowledge sharing, monitoring and evaluating, co-ordination and direction of resources. Sector policing needs IDP as a tool to achieve integration (Department of Provincial and Local Government, 2001:3).

## 5.11 CONCLUSION

The station commissioner has the responsibility to make sure that sector policing is functioning and is well resourced and to make sure that the sector commanders are receiving training to empower them about sector policing. In order for sector policing to become institutionalized, specific change must occur within the SAPS. The changes are in the police structure, police culture, police strategy, and management of policing. Strong models of sector policing were discussed.

The vast majority of the participants supported all the statements pertaining to the management of sector policing that were put to them.

In the next chapter, the findings and recommendations will be listed and briefly discussed.

## CHAPTER 6

### FINDINGS, RECOMMENDATIONS AND CONCLUSION

#### 6.1 INTRODUCTION

Though many studies have been done on sector policing worldwide, none have been done in the Limpopo Province. The relevance of this topic to the society is to create an awareness of the existence of sector policing and the Sector Crime Forums, as well as to measure the acceptance or not, of some critical aspects of sector policing. In a sense, this research focussed on crime prevention strategies of the police in Limpopo Province, as detailed questions covering sector policing and Sector Crime Forums were included.

This chapter gives details of the research findings, makes recommendations based on the findings, and ends with concluding remarks.

The following are the research findings:

#### 6.2 FINDINGS

##### 6.2.1 General findings

The general findings of the research can be reduced to three categories, namely those pertaining to the structural aspects necessary for sector policing, those referring to the functioning of the same and those referring to the socialization aspects, that is the transfer of the vision. In the table that follows, the findings referring to structure are listed in that column to indicate there must be a structure set up before this can happen. The functioning aspects indicate how it operates, and the sustaining aspects indicate what must be done to keep it going. The following table makes it clear:

Table 126: General findings

Structural aspects	Functioning aspects	Sustaining aspects
Geographical demarcation of police stations into sectors (81.3%)	The police and the community must identify and solve crime problems together (95.8%)	Geographical demarcation enables the sector commander to know the people and their problems (93%)
CPF involved in demarcation of sector boundaries (93.1%)	Educate the police and the community in the objectives of sector policing (97.7%)	Recruit category "D" reservists to provide manpower for sector policing (90.4%)
Public approval of sector policing for success (91%)	The sector commander must attend community meetings (94.3%)	Sector commander has knowledge and skills about sector policing (76.8%)
SCF must deal with safety and security issues of its sector (90.7%)	Sector policing improves service delivery to the community (86.5%)	Dedication of police and community to sector policing is required (95.2%)
Sector Policing Guidelines must be incorporated in basic training (93.4%)		Police and community must take sector policing seriously (93.7%)
SCF differs from CPF (70%)		Public awareness and public knowledge of sector policing (82.5%)
Provincial Police Management is responsible for implementation of sector policing (89.5%)		The absence of crime is the true measure of successful sector policing (83.5%)
Train community members about sector policing (92.8%)		Sector policing is fully implemented (77.4%)
The purpose of sector policing is to bring policing closer to the community (96.3%)		There is not enough staff to make sector policing work (50%)
		The community needs training about sector policing (92.8%)

The table clearly indicates that the respondents held sector policing in high regard.

Based on these findings, the following recommendations can be listed to be implemented by the police in Limpopo Province.

## 6.2.2 Specific findings

The specific findings refer to the results of the hypotheses testing by means of the chi-square formula. The following were registered:

Table 127: Specific findings

Hypotheses	Finding
Hypothesis 1 Ha: Gender does impact views on sector policing.	Table 94 SCF differs from the CPF. More males than females agreed.
Hypothesis 2 Ha: Educational qualification does impact the views on sector policing.	Table 24 Our sector commander has knowledge and skills for his work. Grade 12's agreed more.
	Table 48 Sector commander has a professional approach. Grade 12's agreed more with this statement.
	Table 59 Community police partnership is successful if partners know their roles. Grade 12's agreed more with this statement.
	Table 61 Sector commander shares the priorities and values in the sector. Grade 12's agreed more with this statement.
	Table 66 The SCF is a source for input from the community. Grade 12's agreed more with this statement.
	Table 69 The police station area is divided into manageable sectors. Grade 12's agreed more with this statement.
	Table 74

	Implementation requires dedication by the police and the community. Grade 12's agreed more with this statement.
	Table 77 Sector policing improves better utilization of policing resources. Grade 12's agreed more with this statement.
	Table 81 Sector commander has direct operational control over his sector. Grade 12's agreed more with this statement.
	Table 124 Aim of sector policing to bring policing closer to community. Grade 12's agreed more with this statement.
Hypothesis 3 Ha: Years of service have an impact on views on sector policing.	Table 46 The SCF is an OMC. Those with less than 5 years service agreed more.
	Table 54 CPF should be involved in sector boundaries. Those with less than 5 years service agreed more.
	Table 85 Service delivery has improved since the implementation of sector policing. Those with less than 5 years service agreed more.
	Table 89 The absence of crime indicates effectiveness of sector policing. Those with less than 5 years service agreed more.
	Table 97 CPF Members must be involved in implementing sector policing.



	Those with less than 5 years service agreed more.
	Table 110 Our sector commander can make decisions on his/her own in the sector. Those with less than 5 years service agreed more.
	Table 114 Top management must consider the needs of the sector commander. Those with less than 5 years service agreed more.
	Table 118 Head Quarters is very important for successful implementation of sector policing. Those with less than 5 years service agreed.
	Table 120 Sector policing in my station is fully implemented. Those with less than 5 years service agreed more.
Hypothesis 4 Ha: Police district does impact the views on sector policing.	Table 11 There are enough police officials in my area to make sector policing work. Vhembe District agreed more.
	Table 15 Our sector commander has knowledge and skills for his/her work. Mopani District agreed more.
	Table 18 Sector policing guidelines should be part of basic training. Mopani District agreed more.
	Table 20 Sector policing brings service delivery closer to the community. Vhembe, Mopani and Capricorn

	Districts agreed more.
	Table 23 Sector policing is effective in crime prevention. Vhembe District agreed more.
	Table 26 SCF deals with sector safety and security issues. Vhembe District agreed more.
	Table 29 Sector policing is important for democratic policing style. Vhembe District agreed more.
	Table 35 Sector commander knows the people and their problems in his/her sector. Vhembe District agreed more.
	Table 38 SAPS should be more transparent in dealing with community. Vhembe District agreed more.
	Table 40 Sector commander must attend the community meetings. Vhembe, Mopani and Capricorn Districts agreed more.

	Table 42 Community members must be trained in sector policing. Mopani District agreed more.
	Table 45 The SCF must also be the OMC. Vhembe District agreed more.
	Table 49 The sector commander has a professional approach. Mopani District and Capricorn District agreed more.

	<p>Table 53 CPF should be involved in demarcating of the sector. Vhembe District agreed more.</p>
	<p>Table 62 Sector commander shares priorities and values of the sector. Vhembe District agrees more.</p>
	<p>Table 65 Sector Crime Forum is a source of community input. Vhembe District agreed more.</p>
	<p>Table 71 The station commissioner must attend the sector meetings regularly. Mopani District agreed more.</p>
	<p>Table 79 Sector policing applies initiatives from the sector. Vhembe District agreed more.</p>
	<p>Table 84 Service delivery improved since sector policing was implemented. Capricorn agreed more.</p>
	<p>Table 93 SCF differs from the CPF. Vhembe District agreed more.</p>
	<p>Table 96 CPF members must be involved in implementing sector policing. Vhembe District agreed more.</p>
	<p>Table 101 SAPS management must encourage sector policing. Vhembe District agreed more.</p>
	<p>Table 104 Station commissioners must support the sector commanders. Vhembe District agrees more.</p>

	<p>Table 107  Category “D” reservists to be recruited to provide manpower for sector policing.  Vhembe District agrees more.</p>
	<p>Table 109  Our sector commander can make decisions on his/her own in the sector.  Vhembe District agrees more.</p>
	<p>Table 113  Top management must consider needs and expectations of sector commanders.  Vhembe, Mopani and Capricorn Districts agreed equally.</p>
	<p>Table 123  The aim of sector policing is to bring policing closer to the community.  Vhembe District and Capricorn District agreed more</p>
<p>Hypothesis 5  Ha: Language does impact the views on sector policing.</p>	<p>Table 10  There are enough police officials in my station to make sector policing work.  Pedi agreed more.</p>
	<p>Table 27  Sector Crime Forum deals with safety and security issues in the sector.  Pedi agreed more.</p>
	<p>Table 32  Public approval is important for sector policing to succeed.  Pedi agreed more.</p>
	<p>Table 44  The SCF should also be the OMC.  Pedi agreed more.</p>
	<p>Table 50  Sector commander has a professional approach.  Pedi and Tsonga agreed more.</p>

	Table 86 Service delivery improved since sector policing was implemented. Pedi agreed more.
	Table 90 Absence of crime is true criterion for sector policing effectiveness. Pedi agreed more.
	Table 98 CPF members must be involved in implementing sector policing. Pedi agreed more.
	Table 121 Sector policing in my station is fully implemented. Pedi agreed more.
Hypothesis 6 Ha: Rank impacts the views on sector policing	Table 9 Enough police officials in my station to make sector policing work. Reservists and NCOs agreed more.
	Table 87 Service delivery improved since sector policing implemented. Reservists and NCOs agreed more.
Hypothesis 7 Ha: Marital status impacts the views on sector policing	Table 63 Sector commander shares priorities and values of sector. Married subjects agreed more.
	Table 72 Station commissioner must attend sector meetings. Married subjects agreed more.
	Table 82 Sector commander must have direct operational control over his sector. Married subjects agreed more.
	Table 99 CPF members must be involved in implementing sector policing. Married subjects agreed more.

	Table 105 Station commissioners must support sector policing. Married subjects agreed more.
	Table 111 Our sector commander can make decisions on own in the sector. Married subjects agreed more.
Hypothesis 8 Ha: Being a sector commander impacts the views on sector policing	Table 14 Our sector commander has knowledge and skills for his work. Married subjects agreed more.
	Table 31 Public approval is important for sector policing to succeed. Those who were not sector commanders agreed more.
	Table 57 Partnership policing increases police accountability. Sector commanders agreed less.

Based on these specific findings it is clear that in Limpopo Province the Police District and Years of Service have the most impact on sector policing.

### 6.3 RECOMMENDATIONS

Table 128: Recommendations

Management	Public	Training
Supply SAPS with sufficient human resources and logistics	CPF-leaders should involve community leaders they have identified actively in sector policing	Official training should include sector policing and its encounters with community leaders
Organize more workshops to empower police and community leaders	Establish partnership with police	Training to make SCF's work more effectively
Commissioned officers should participate in sector policing activities, e.g. SCF's	Community safety should be the driving force for	All police officials should study the true meaning of sector

	sector policing	policing
Take note of what's happening in other countries re. Sector policing and adapt to RSA needs	Introduce neighborhood watches where these are wanting	Practical training for all police officials who are directly involved with it
SAPS should open doors to establish partnerships with the public	Communities must support sector policing	
Market sector policing professionally		
Identify able police officials to guide others to execute sector policing duties		
Establishing sectors should be a priority		
Educate all police officials regarding the involvement of all sections of the local police station in sector policing		
Management, sector commanders, and SCF should initiate sector projects jointly		
Conduct sector policing in a less structured and a less formal way		
Practice participative management		
Check the working environment and equipment of police officials regularly and improve when needed		
Sector commanders should be empowered to make decisions at sector level		
Allow sector commanders to state their views re. their operational duties		
Embark with the community on ways to improve sector policing		
Embark on an intensive public relations programme		
Utilize resources to improve the attitude of the community towards the police and <i>vice versa</i>		
Encourage teamwork		
Define sector policing more clearly to ensure it can be measured in practice		
Secure sector policing as a specialized area of policing in RSA		
Give sustainable practical support to CPF and sector commanders so they can be perceived as part of the local station's management		
Monitor the activities of the SCF and evaluate them in terms of good practices and improvement		
Establish clear guidelines explaining the roles and purposes of the SCF to ensure internalization of sector policing as a philosophy and an operation strategy		

Furthermore, it is apparent and therefore also recommended that some workshops are deemed necessary for those few respondents who felt that they are not familiar with the concept and were uncertain with the statement.

## 6.4 FURTHER RESEARCH

Based on the findings and recommendations, the differences of opinion between the following groups of respondents and the reasons for them can be listed for further research:

Police Districts

Married and not married respondents

Police officials who worked less than five years and those who have worked longer

Different educational groupings

Different language groupings

Officials who are sector commanders and those who are not sector commanders.

## 6.5 FINAL REMARKS

The main aim of this research was to search for an answer to the research question “How do members of the SAPS in Limpopo Province perceive and prefer sector policing?” This research question was posed to guide the description of sector policing in this province.

The findings and recommendations of the research can be summarized as follows: the SAPS can keep on changing its organization culture to further enhance and successfully implement sector policing. Change is a way of life in any organization as it has to adapt to the external environment. An organization, like the SAPS is also faced with changes to maintain a stable identity and operations in order to accomplish their primary goals. Co-operation between the police managers and communities through consultation and joint projects will lead to healthy police-community relations, greater police visibility and enhanced crime prevention by the police (Delattre, 1996:247).



Planning and the organizing of people is most probably a challenge to any police manager. If you strike a balance between keeping the politicians happy, accommodating some technical aspects, and caring for the people involved, you will be successful. SAPS has a new vision, and it is developing a new mission and value system towards the quality service demanded by the public. To attain this, sector policing, as the agent for achieving the same, is on its way in Limpopo Province.

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## QUESTIONNAIRE