

An evaluation of the implementation of sector policing in Tembisa

by

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DECLARATION

I, Freddy Hlungwani, hereby declare that this dissertation, An evaluation of the implementation of sector policing in Tembisa, is my own work, and that all the sources that I have used have been indicated and acknowledged by means of references.

Date January 2014

DECLARATION

I, Maria Petronella Roodt, hereby declare that I have proofread and edited the dissertation by Mr F Hlungwani. My qualifications are as follows: BA with major in English, BA Hons (English) and MA in English (Applied Linguistics) and an MA (Higher Education Studies)

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Abstract

The research problem that was investigated in this research study was to evaluate the implementation of sector policing in Tembisa policing precinct. Even though there are policies and directives on how to implement it, there is still some challenges because it is yet to yield the intended results. Data was collected from focus group interviews, literature studies and polices. Semi-structured interviews were conducted in the form of focus group interviews. Moreover, a literature study including material such as official SAPS documents, library sources and National Legislation regarding community policing has been presented. Data was also collected from sector managers, sector teams, CPF members and pastors who participated in four focus group interviews in Tembisa police station. The sample was chosen on the basis of what the researcher considers to be typical units. Participants were interviewed in stages. The collected data was broken into themes, patterns, trends and relationships. Data analysis followed verbatim transcription of interviews, that's why the researcher followed Tesch's approach of descriptive analysis.

The research conducted indicated that although progress has been made in the implementation of sector policing In Tembisa, there still more which needs to be done. Specific concerns which require the attention of SAPS management were raised. It is clear that internal communication and consultation are a necessity. It is also clear that members on the ground are not well trained because they lack the actual knowledge on how to implement it. Training and development of all role players need to be prioritised to enhance their knowledge. All the role players need to be motivated during the implementation of sector policing to ensure that they are ready for the job ahead. The recommendations drawn from the conclusions made in this study may provide a proper direction on how to implement sector policing in the Republic.

Key terms

Community policing, Sector policing, Role players, Community partnerships, Service orientated, Accountability, Empowerment, Consultation, Communication, Motivation.

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CHAPTER ONE

INTRODUCTION AND RESEARCH METHODOLOGY

1.1 INTRODUCTION

This chapter unfolds by introducing the problem statement of the envisaged study, followed by the methodology of the study that entails the sampling method, the data collection and data analysis that were engaged to conduct the study. The delimitation of the study comprising of the key concepts, community policing and sector policing was discussed. The principal objective of the study will be outlined and the ethical principles regarding the research process spelled out.

1.2 BACKGROUND.

The Constitutional mandate of the South African Police Service is outlined in section 205 of the Constitution of the Republic of South Africa (Act No 108 of 1996) (South Africa 1996:119a). The objectives of policing in terms of section 205 are:

- to prevent, combat and investigate crime
- to maintain public order, protect, and secure the inhabitants of the republic and their property.
- to uphold and enforce the law.

It is expected of the South African Police Service (SAPS) to fulfil its essential role in society by participating in efforts to address the root causes of crime (South Africa 1996b). Since 2004 the South African Police Service implemented the Sector Policing Strategy in Tembisa (South Africa 2011(a)). This strategy supports the transformation process of the South African Police Service into the modern way of policing where service delivery and community involvement is paramount. According to Maroga (2004:1), it calls for a more focussed approach to policing at local level, including the formation of sector crime forums. This strategy is an integrated process whereby policing is more community orientated and where members of the public are active participants in the fight against crime. In practice it means that everyone is an active participant to achieve the desired results and to assist the SAPS in achieving its objectives. For this to happen, each role player must have a clearly defined role

with precise objectives to facilitate the functioning of this strategy. The main purpose of sector policing is to ensure that in the process everyone is a dynamic participant in the fight against crime, by creating a firm partnership between the police, community and other role players (South Africa, 2004:5). It further states that sector policing is not only a practical manifestation of community policing, but also includes the development of a modern, democratic policing style for the present century and thus addresses the safety and security needs of every inhabitant of South Africa. A sector policing strategy is seen as a fundamental tool which can bring all role players together for a common goal. The end of this strategy should be an improved partnership and reduction of crime. In order for this strategy to function, the strategic guidelines should be followed accordingly. This is done by ensuring that all role players have a clearly defined and well understood responsibility which is in line with the SAPS strategic objectives. Sector policing has not been as successfully implemented as hoped for, that is why different stations are faced with various challenges. Therefore it is necessary to conduct this study.

1.3 PROBLEM STATEMENT

The problem to be studied in the envisaged research is whether the implementation of the Sector Policing Strategy in the Tembisa policing area has been implemented according to the set guidelines and procedures from the SAPS National Office. If police officials in South African Police Service (SAPS), Tembisa understand the phenomenon of the Sector Policing Strategy, then the main objectives of this strategy are addressed.

In 2004 Tembisa SAPS started to implement sector policing under the guidance of the Gauteng Provincial Office. Since the implementation of this strategy there have been concerns that need the attention of both the police and the members of the community. In a recent impact study conducted by the Office of the National Commissioner (South Africa 2011b), concerns were raised in terms of the implementation of sector policing around Gauteng. The concerns relate to a lack of understanding about the implementation of the Sector Policing Strategy, and the fact that members lack knowledge about sector policing, while the training and development needs of most members have not been addressed at all. These concerns are currently receiving the attention of the Office of the National Commissioner.

During May 2009, the Office of the National Commissioner circulated a letter under reference 3/1/5 dated 2009-05-07 that set out the need to develop guidelines for local sector policing role-players to address specific needs that exist in support of the application of sector policing at police station level (South Africa 2009a). According to the Draft Guidelines, the initiatives by local sector policing role-players are generally understood to be community activities, supported by the local police to prevent crime.

It came to the attention of the Office of the National Commissioner that the set guidelines are not properly followed. In many instances the section pertaining to the training and development needs of the members is neglected and that may be why guidelines are not followed meticulously. Another concern is that most sector commanders do not have the required training and expertise regarding the implementation of sector policing. It also came to the attention of the SAPS Management that members of the sector teams are either withdrawn or rotated unnecessarily and as a result, it affects the morale of the members and also impacts on the police - community relations.

1.4 RESEARCH AIM AND OBJECTIVES

The aim of this study is to evaluate the implementation of sector policing in Tembisa.

The objectives of the study are:

- To determine whether sector policing guidelines are adhered to during implementation.
- To investigate whether police - community relations have improved because of this strategy.
- To establish whether all role players understand their roles and responsibilities.
- To investigate whether this strategy has an impact on crime reduction in the Tembisa area.
- To identify measures of improving the implementation of sector policing in Tembisa.

1.5 VALUE OF THE RESEARCH

The success of the Sector Policing Strategy depends on the effective and efficient way officers carry out their responsibilities, by doing what is expected of them. Supervisors should be able to identify lazy members and those who perform poorly to ensure that they receive the necessary training. It is therefore necessary to investigate the implementation of the Sector Policing Strategy in the Tembisa policing area. This research will not only benefit the Tembisa policing area, but it can be transferred to other policing areas in South Africa which are still struggling with the implementation of this strategy. The South African Police Service as a whole will be in a much better position to understand the implementation of sector policing in Tembisa. The study will help to strengthen police - community relations by identifying measures how to reduce crime in the area. It will also pave the way for future studies in this field.

1.6 KEY THEORITICAL CONCEPTS/ OF THE STUDY

Definitions of the two concepts namely, sector policing and community policing are clarified within a conceptual context in paragraph 1.6.1 and 1.6.2 below.

1.6.1. Community policing.

Community policing comprises a concerted effort between the police and the community that identifies problems of crime and turmoil and involves all elements of the community in the search for an explanation to the problems (Moolman, 2003:33). It requires substantive changes with regard to police - community interactions and broadens the mandate of police towards proactive efforts. It further offers decentralized policing, since policing is no longer directed from the client service centre, but takes place at grassroots level. The community policing policy framework and guidelines concurs by describing it as a philosophy or an approach to policing which recognizes the interdependence and shared responsibility of the police and the community in ensuring a safe and secured environment for all the people of the country.

Trojanowicz and Bucqueroux (1994:46) describe community policing as a policing approach that encourages a new joint venture between the people and the police. It is based on the premise that both the police and the community must work together to identify, prioritize and solve problems like crime, drugs, fear of crime, social and overall neighbourhood decay, with the goal of improving overall quality of life in the area. Crawford (1998:146) views it as a philosophy of policing which attempts to define a new kind of connection between the police and the community. He further states that it improves relations and trust among police and the local community. The above sentiments are supported by Stevens (2003:13), who describes it as a preventative approach through an empowered problem solving partnership of police and the community to control crime, reduce the fear of crime and boost lifestyle experiences of all community constituents.

For the purpose of this study, community policing is viewed as an instrument to enhance active partnerships between the police, agencies and citizens in which all parties work together to identify and solve problems to improve the overall quality of life.

1.6.2 Sector policing.

It is important not to confuse sector policing and community policing. The adoption of a sector policing strategy is one of the elements of community policing. Sector policing is not a substitute to community policing, but it forms an overall community - policing philosophy and strives to involve the community in solving crime and crime related problems. Community policing is the philosophy from which sector policing flows. Sector policing is the practical manifestation of community policing. The two concepts are inseparable because they complement each other.

According to the National Instruction 2003, Sector Policing means a method to policing used in a smaller, convenient geographical sector in a police station area, the employment of a police official as a sector commander, who by acting as a crime prevention official, will involve all role players in identifying the specific policing needs in each sector and addressing the root causes of crime, as well as the order to bring about effectual crime prevention. Maroga (2004:2) supports the above statement by adding that the segregation of the area should be followed by the appointment of police officials to these areas on a permanent basis. This strategy further attempts to ensure that every police official in the organization is working smarter to achieve better results, while helping the police to achieve

its objectives, which is crime prevention. It is also described as a policing mechanism that arranges police station areas into manageable sections for providing a more efficient and community centred-service to the people (South Africa, 2011:11b). Sector policing should be implemented in five phases namely; step one: a need assessment by the sector commander, step two: sector commander convenes a meeting with the community, step three: meeting by all the role players to draft their vision and mission statement, step four: the role players hand in a typed application to operate at the local community sub - forum, step five: overview of the functioning and activities within the local structure. This can only be achieved through hard work and dedication by all the role players.

1.7 DELIMITATION

Tembisa is a large township situated to the north of Kempton Park on the East Rand, Gauteng, South Africa. It was established in 1957 when Africans were settled from Alexander and other areas in Edenvale, Kempton Park, Midrand and Germiston (2009 Citizendia.org [http://en Wikipedia.org](http://en.wikipedia.org): accessed 1 April 2011).

The name Tembisa comes from “Thembisa” meaning “There is hope”. It came about when black settlers of Johannesburg were being evicted. When the township was created it was a beacon of hope for those who were suddenly homeless (2009 Citizendia.org [http://en Wikipedia.org](http://en.wikipedia.org): accessed 1 April 2011).

After the Afrikaner-dominated National Party gained power in 1948 and began to implement apartheid, the pace of forced removals and the creation of townships outside legally-designed white areas increased. The Johannesburg council established new townships for black Africans evicted from the city’s freehold areas.

In 1956 townships were laid out for particular ethnic groups as part of the state’s strategy to cluster Africans into groupings that would later form the building blocks of the so-called “independent homelands”. Tembisa is the second largest township in Gauteng after Soweto. Tembisa has had its share of political turmoil, particularly in the 1990’s, as violence erupted in the lead up to the first democratic elections, but little has been recorded about its history, particularly when compared with Soweto, the other large township in the Gauteng province (2009 Citizendia.org [http://en Wikipedia. Org](http://en.wikipedia.org): accessed 1 April 2009).

Tembisa is populated by people of different cultures. It consists of various sections such as Mqantsa, Kopaneng, Ecaleni, Ethafeni section, Tlama-Tlama section, Madela ku fa, Vusimusi, Freedom square, just to mention a few. It is also known as Ikasi le Zama-Zama as everyone is involved in different activities just to make life a bit easier.

Tembisa also has a community radio station known as the “Voice of Tembisa” featuring some of the best DJs in Gauteng. This township also has a local newspaper known as THE TEMBISAN (2009 citizendia: org [http://en wikipedia.org](http://en.wikipedia.org): 1 April 2009).

Geography by language

First language		People	
1	Sepedi	153,421	
2	IsiZulu	100,313	
3	Xitsonga	61,618	
4	IsiXhosa	32,390	
5	Sesotho	25,174	
6	Setswana	18,188	
7	Tshivenda	9,296	
8	SiSwati	8,045	
9	Sign Language	1,669	
10	Afrikaans	1,950	
11	English	9,754	Census 2011

Crime is a social problem which affects everyone, irrespective of colour, race and gender. Tembisa has its share of this problem. It is a very big area to be managed by one police station. At the moment there is a plan to build another police station in the area to assist in the fight against crime. The areas which contribute to most crime in the area are Vusimusi and Madela Kufa, areas where most undocumented foreigners live, and these areas are where most violent crimes are committed; for example, business robbery and house robbery. According to Crime Research and Statistics of the South African Police Service (Crime in

Tembisa (GP) for April to March 2003/2004-2010/2012), there has been a decline in serious crimes committed between 2003 and 2012, for example; in 2003, 1655 robberies with aggravating offences were committed and in 2011, only 720 were committed. The latter were committed in the same period when sector policing was introduced in Tembisa.

1.8 RESEARCH METHODOLOGY

According to Welman and Kruger (2005: ix), the main purpose of research methodology is to explain the nature and process of research to enable readers to conduct their own research to find answers to their specific research problems. The research procedure by means of which the researcher intends to investigate the stated problem is well-founded, and describes the specific research approach and methodology that will be used for the envisaged research to answer the critical questions identified in paragraph 1.8.2.2 below.

1.8.1 Research approach and design

A qualitative method was used in this research, because the research is exploratory-descriptive and aims at providing an understanding of a phenomenon in this particular context of the quality of the Sector Policing Strategy as implemented in Tembisa. The strategy may be interpreted in various ways and these meanings may be explored by means of interviews. According to Welman and Kruger (2001:191), qualitative research is not concerned with the methods and procedures to obtain suitable data for investigating the research theory, as in the case of quantitative research. Qualitative data are based on meanings expressed through words and other symbols or metaphors, which can be used successfully in the description of groups, small communities and organizations by studying cases that do not fit into particular theories. Collins, Ploy, Grobbelaar, Puttergill, Terre Blanche, Van Eeden, Van Rensburg and Wigson (2000:89) refer to Mouton and Marais who describe qualitative research as an approach in which the procedures are formalized and explicated in a not- so- strict manner where the scope is less defined in nature and the research is done in a more theoretical manner.

The study will embrace a pragmatic world view, because the researcher will use various data collection methods relevant to the needs and purpose of the study (Creswell 2009: 10-11).

This approach will enable the researcher to understand the research problem and it will be easy to achieve the objectives. The researcher will ask direct questions to participants, and they will respond in a direct manner as well.

1.8.2 Method of data collection

Semi-structured interviews were conducted in this research, as stipulated in paragraph 1.8.1 above, as the research study is explorative in nature. Data collection will take place by means of semi-structured interviews with all participants. According to Collins et al. (2000:177), semi-structured interviews allow participants to give their feedback to common issues on precise questions. The strategy may be interpreted in different ways; therefore participants will be given the opportunity to freely express their knowledge and beliefs of this strategy. Relevant questions pertaining to the implementation of sector policing at Tembisa will be asked to various participants by means of individual and focus group interviews. In this kind of exploratory situation an attempt is made to determine the extent to which sector policing is implemented in Tembisa. According to Bless and Higson-Smith (1995:42), exploratory research is aimed at gaining insight into a circumstance, occurrence, community, or a person. Usually this type of research becomes necessary because of a shortage of research of basic information about a new field. Questions that relate to participants' experiences, feelings, knowledge, beliefs and convictions about the strategy in question will be asked. Interviews will continue until data saturation is reached.

1.8.2.1 Documentation and document analysis

Various forms of documentation such as national instructions, circulars, and policy documents were collected and integrated with the empirical data. The documentary sources were compared with the information already gathered with regard to the subject. The information gathered was then added as new information to the present study where it may prove to be of value.

1.8.2.2 Focus group interviews

Semi-structured interviews are in-depth interviews and conducted by means of an interview schedule. These interviews are more like a conversation in which the participant is encouraged to give detailed answers and to express his or her points of view. Interviews during this research were conducted by means of focus groups, because more than one individual was interviewed at a time (De Vos et al., 2000:297). Focus groups consisted of six to twelve persons per group. By means of focus group interviews, participants stimulate each other by sharing ideas and thoughts relevant to the strategy of sector policing. It is important that the focus group participants are carefully selected according to the stated criteria for the benefit of the study. Focus groups permit flexibility in terms of questions asked and that may result in encouraging results (Bailey, 1994:191). During the interview sessions questions relevant to the implementation of sector policing by all stakeholders in the Tembisa policing area were asked. Questions relevant such as the following were asked to participants:

- What is your view on sector policing as a strategy to reduce crime in Tembisa?
- What is the nature of the relationship between the police and the members of the public?
- What is the nature of crime in the area after the implementation of the sector policing strategy?
- What can be done to address the gaps in the implementation of sector policing?

The interview schedule is attached as an addendum.

Focus group interview sessions were conducted at different dates with the following participants:

Group 1 – Sector managers

Group 2 – Sector teams

Group 3 – SCF members from different sectors

Group 4 – Church formations

1.8.3 Target population and sampling

Collins et al. (2000:147) describe the population of the study as the entire group of persons or set of items and events the researcher wants to investigate. It is essential for the researcher to define and describe the population accurately and that the researcher specifically stipulates the criteria to be included in the population. The target population for this research will be the Officers stationed at Tembisa SAPS, members of the Sector Crime Forum, business community, and members of the community. This target population and sampling will apply to the groups of people as mentioned in paragraph 1.8.2.2 above. According to Collins et al. (2000:149), a sample is a part of whole, or a subject of measurement drawn from the population. Since it is very difficult and practically impossible to obtain the relevant information from the entire population, in other words, all officers stationed at Tembisa police station and SCF members involved in Sector Policing, a non-purposive method of sampling is the best possible solution to this research. This sampling method is based on the judgment of the researcher. A sample is chosen on the basis of what the researcher considers to be typical units. The strategy is to select units that are judged to be most knowledgeable in the population under investigation (Bless & Higson-Smith 1995:106).

Bailey (1994:96) describes the term “snowball” as something which starts tiny, but becomes bigger and bigger as it rolls downhill. The research was conducted in stages: in the first stage a few participants were identified as having the requisite characteristics, and interviewed by the researcher. These participants were used as informants to identify others who qualified for inclusion in the sample. The next stage involved interviewing these persons, who in turn were interviewed in the third stage. This process was repeated until the researcher reached data saturation. This kind of sampling technique assisted the researcher in identifying non-police participants.

1.8.4 Data analysis

According to Welman and Kruger (2001:199), the analysis of information gathered by means of semi-structured interviews is based on the interviewer’s record keeping. During this record taking process the interviewer takes notes of the participants’ responses with a view

of writing a more detailed and completed report afterwards. A tape recorder was used with the view to record the interviews for transcribing the information gathered later. According to De Vos et al. (2000:343), data analysis is the breaking up of data into more manageable themes, patterns, trends and relationships. The main aim of data analysis is to understand the constitutive elements of the data collected through the inspection of the relationship between the various concepts and variables. It is also done to determine if there are any patterns or trends that can be identified or isolated, or to establish various themes in the data collected.

Data analysis followed verbatim transcription of the interviews. The researcher followed Tesch's approach of descriptive analysis. The transcribed interviews and the field notes comprised the data base to be analyzed. The researcher used bracketing when doing this, a process whereby what is known about the experience being studied is suspended or laid aside, which is similar to the idea of achieving an open context. This procedure facilitates the process of seeing all the features of the phenomenon and the information of new constructs (De Vos A.S, Strydom H, Fouche C.B, Poggenpoel M. & Schurink E.W, 2000:237). During data analysis the researcher extracted themes from the data that were categorized. An independent coder added to the validity of the findings.

1.8.5 Method used to ensure trustworthiness

Guba's model of trustworthiness of Qualitative Research (Krefting, 1990:215) was used to ensure the credibility of the study. This model identifies four aspects of trustworthiness: these include true value, applicability, consistency, and neutrality.

1.8.5.1 True value

It appeals as to whether the researcher has confidence in the truth of the findings for the subjects or informants and the context in which the study was undertaken (Lincoln and Guba, 1985 in Krefting, 1991:215). The above sentiments are strengthened by De Vos et al. (2003:349) who state that truth-value is usually found from the human experiences as they are lived and observed by the subjects.

1.8.5.2 Applicability

Applicability refers to the level to which the findings of the study can be applied to other environments and groups. It refers to how well the threats to external validity have been managed (Krefting, 1991:216). The researcher provided full background information about the participants and the research context in ensuring that others could measure and determine the transferability of the findings (Lincoln and Guba, 1985 in Krefting 1991:220).

1.8.5.3 Consistency

In qualitative research the key aspect is to learn from the participants, not to control them. It refers to whether the data or findings would be consistent if the study were replicated with the same subjects or in a similar context (De Vos et al. 2000:350).

1.8.5.4 Neutrality

Neutrality refers to the level to which the results of the study are a function solely of the informants and conditions of the research and not of the biases, motivations and perspectives of the participants (Guba, 1981 in Krefting, 1991:216). According to Krefting (1991:221), this is quantified by conformability and is achieved when true-value and applicability are established.

Population validity will be used in this research study because it cannot be conducted with the whole population, but only with Sector managers; Sector teams and SCF members, civil society organizations, churches, school principals, business owners, taxi operators, and informal traders. Only identified participants will be interviewed in the groups. The same questions will be asked to each group of participants in this research. It is not expected that this research will be influenced by any factors such as age, language, race, gender or even politics, because only guided questions that relate to the strategy of Sector Policing will be asked to the participants. All participants in this research will be adults.

1.8.6 Ethical considerations

Ethics represent a certain standard according to which a particular community or a group agrees to regulate its behaviour (SA Act 108 of 1996). As a student of UNISA I will abide by the Code of Ethics, Policy on Research Ethics 2007 (UNISA: 2007). As a member of the SAPS I will adhere to the Ethical Code of Conduct of the SAPS, specifically Articles 70 and 71 of the SAPS Act of 1998. I will also adhere to the right of privacy of individual officers as set out in Act 108 of 1996, specifically Section 14 of the Constitution of South Africa. The identities of all participants in the research will remain anonymous and will be handled confidentially at all times.

CHAPTER TWO

2. THE ORIGIN OF SECTOR POLICING AND ITS REGULATORY FRAMEWORK IN SOUTH AFRICA

2.1 INTRODUCTION

Crime is an international problem that affects and reduces the quality of life of everyone. However, it is difficult for the police to prevent crime on its own. Countries are struggling to implement certain strategies on how best to deal with crime. Most countries have come to realise the importance of benchmarking crime combating strategies with those from other countries.

In this section, the researcher will explain how sector policing was imported and subsequently implemented in South Africa. The challenges, steps and guidelines to be followed during implementation and the demarcation of sectors will be outlined.

In addition, the chapter also deals with a description of Tembisa, where the research will be conducted.

2.2 THE UNITED KINGDOM ROOTS OF SECTOR POLICING

According to Maroga (2003:13), sector policing in South Africa is a United Kingdom policing replica that can be traced back to the preceding decade, and was initially known as 'neighbourhood policing'. Bezuidenhout (2008:53) refers to Ratcliffe (2003) who indicates that the British police had to address a significant increase in crime rates and respond to the new challenges in global crime patterns, which compelled them to adapt and change. The sector policing strategy was imported from the United Kingdom to South Africa in the late 1990's. It was part of police transformation and internationalisation of the South African Police Service. Initial documents by the South African Police Service with reference to 'unit beat' and 'Team Policing' used in the United States since the 1990's and 'problem based-orientated policing' from the United Kingdom were embraced by the South African Police Service (Dixon & Rauch 2004:57). However, team policing and unit beat systems were long dead in the countries of origin, and even in London sector policing was in its final phases in the late 1990's, just when the South African Police Service was beginning to develop the concept for use in South Africa. One of the earliest attempts to implement sector policing in Britain found substantial evidence of implementation failures at all levels. Community policing challenges were experienced since the introduction of formal policing (Bezuidenhout, 2008:50).

Sector policing as a system leaves much to be desired. Dixon and Rauch (2004:57) ask the question as to why the South African Police Service and South African policy makers would choose to import an idea which had failed and had been phased out in the United Kingdom. Sector policing in South Africa was not as a result of bi-lateral agreement, nor imposed by anybody, but was implemented because of a single official visit by a senior officer. There are two versions of how sector policing originated in South Africa. The first version is that this concept was decided on by a senior officer who attended a conference of United Kingdom agencies around 1993/1994. The second version is that a senior officer attended a training course in Britain in 1994 where he had the chance to scrutinize sector policing practices in London. In both versions there is unequivocal acknowledgement that the concept of sector policing was imported from overseas, probably at about the time the democratic transition took place, and absolutely as a result of a donor-funded trip abroad (Dixon & Rauch, 2004:21).

According to Dixon (2000:05), sector policing was implemented in London in the early 1990's, and the monograph used a case study of sector policing in Holloway (an area north of London) conducted between 1991 and 1993 to identify useful lessons for South Africa. The United Kingdom research found that sector policing had stopped to be practised in London within a decade of its implementation. The death knell was the introduction of another policing model called the borough model in 1999, but many problems with sector policing had already been obvious prior to that time. Dixon (2007:166) supports the above sentiment by emphasising the fact that around 1999, during the metropolitan police reformation in London, sector policing was already on the decline and it did not continue.

Both authors indicate that the research into the impact of sector policing elsewhere in Britain (outside London) also found that there was no steady evidence of changes in police practice as a result of sector-based problem-orientated policing, and that the introduction of the new style of policing did not have a marked impression on public assessments of the police. The above sentiments are supported by Maroga (2003:4) who indicates that there are extensive challenges which need to be trounced before it can be considered to be effective consistently. According to Bezuidenhout (2008:52), Hall emphasised that the British police were faced with two major challenges; firstly to address the changing patterns of crime and also to win back public confidence.

2.2.1 LONDON EXPERIENCE OF SECTOR POLICING

When many British cities were affected by rioting in the early 1980's, an analysis into the disarrays in the British area of South London in April 1981 was conducted with the vigorous permission and support of the community. It stressed the need to avoid a tyrannical attendance of large numbers of police known to the community, in socially deprived areas such as Briton. Scarman advocated a style of policing based on small beats, frequently patrolled by officers normally functioning on foot (Dixon & Rauch, 2004:11). According to Gilling (1996), the emphasis was placed upon territorial restrictedness, preserving a stable

and close bond with the citizens of the neighbourhood, participating in planning and management and orientation towards results.

According to Dixon and Rauch (2004:29), guidelines on sector policing were issued in the name of the assistant commissioner responsible for the delivery of front line policing across London. It identified the following main principles of sector policing, as set out in the guideline document:

- make effective use of resources
- work in close co-operation with the local communities
- “own” and get ahead of local problems by identifying and helping to tackle their underlying causes.
- encourage visible and accessible patrolling by known local officers
- deliver a “better quality serve” provided by officers “enjoying the support and approval of local people-policing by consent.

A study in the implementation of sector policing was conducted to discover if it was implemented according to the set guidelines. It was found that it was not an easy endeavour because of the resistance from the police personnel, which resulted in its failure to produce the intended results (Kappeler and Gaines 2009:131).

Sector policing is distinctive as it commands a particular form of structural adjustment and rationalization of responsibilities for local policing as a precondition (Dixon, 2007:165). According to Moolman (2003:28), there are challenges to the introduction of new policing initiatives as a result of resistance to the method of change from the traditional model of policing to the community orientated model of policing. The above statement is supported by Dixon and Rauch (2005:43) who indicate that sector policing was not accepted, because it challenges the core beliefs, values and practices in the police tradition. It was necessary to arrange the operation of the station in order to adopt to sector policing and three sectors were created, each with its local base. Each sector was put under the command of two sector inspectors (Dixon & Rauch, 2004:30).

2.2.1.1 Sectors and the allocation of geographical responsibility

According to Dixon (2007:167), sector policing is viewed as a geographical responsible formation of community policing correlated to unit beat policing in Britain in the 1960's. Officers must meet the policing needs of a specific community. Dixon and Stanko (1995:171) indicate that guidance was also provided as a form of a new agreement for “successful public liaison” at sector level through the configuration of sector working groups which also represent a new institutional structure for consultation at local level. Getting closer to the community and identifying problems form the foundation of sector policing. This proved to be

difficult to deal with, because officers had other responsibilities. It was never easy to work very closely with the communities because police officers had other commitments. As a result there was little effect on how the area as a whole was policed (Dixon & Rauch, 2004:31-32). They further went on to quote one of the beat officers:

“People have said to me – just generally in the streets and meetings – that they have not noticed any extra foot patrols and extra contact as such with police on a day to day basis, other than calling them to something specific. So I have not really found that much difference between sector and traditional relief policing (House beat officer, 10 Dec 1992).

In practical terms, sector policing provided officers with only a very limited incentive to identify, own, and ‘get ahead’ of problems underlying repeat calls for service in the manner suggested in the official guidelines.

As an alternative of seeing themselves as common owners of local problems with sector colleagues they rarely met, officers tend to identify with team members from other sectors who worked the same hours, and with whom they came into habitual contact in canteens, on training days and at major incidents (Dixon and Rauch, 2004:32). The sector policing model has many challenges to trounce before it can be considered to be working constantly and successfully (Maroga, 2003:16). Dixon and Rauch (2004:33) found no reliable confirmation of changes in police practice consistent with sector-based problem orientated policing.

2.2.1.2 Tasking and problem solving

According to Kappeler and Gaines (2009:142), police bosses must officially state that officers should focus on certain geographical locations on a consistent basis. Community policing is about how crime and chaos can be reduced in small geographic areas by carefully studying features of problems in the area and then applying the suitable resources (Whisenand & Ferguson 2003:208). According to Dixon and Rauch (2004:37), it is impossible to conclude whether, of the acknowledged problems, a single one had been resolved when field work for the study concluded. They went on to concede that some sector officers had been let down about the range of activities they had been asked to take, but credited this to a lack of community understanding about the role of the police and to a level of satisfaction with current police performance. There is a broad sentiment that since it was introduced in London in the early 1990’s, problem orientated policing has become an increasingly admired solution to the rising demand for police services in Britain (Dixon & Rauch 2004:38).

Dixon and Rauch (2004:40) indicate that it was obvious that before it could be implemented there was a pessimistic approach by experienced officers. Even though it was seen as a good idea, there was displeasure because there were not enough people to make it work. The role and expectations of every officer should be explained before a new policing strategy is introduced (Kappeler & Gaines: 2009:143). Maroga (2003:16) states that it was found that

even though sector policing was intended to be a reliable policing approach, it was not so in practice, because various sectors would typically prioritise different problems and respond in different ways. The unpopularity of sector policing was ascribed to problems more vulnerable to managerial control (Dixon & Rauch 2004:44).

2.2.1.3 Challenges of managing change.

According to Kappeler and Gaines (2009:338-339), there are a range of reasons as to why certain officers refuse to accept new policing strategies. They identify personal interest as one of the obstacles, as officers are often not sure what the future holds for them. Dixon (2007:166) indicates that according to research conducted in North London “setting out a principled agenda for change was one thing, putting those principles into practice quite another”. It was not an easy thing for police personnel to just accept new initiatives into fold because of the uncertainties which come with it. Sector policing was seen as challenging core beliefs, values and practices in the occupational culture of operational police officers. Much has been written about police culture and the basic mistakes made when implementing sector policing (Dixon & Rauch 2004:44). It was intended to deal with a set of unreal problems identified by people and the community is alleged to be ill - qualified to know what was good for them. During an evaluation of sector policing and problem-orientated policing in the Thames valley, it showed no reduction in crime during the first 18 months of the programme.

According to Dixon and Rauch (2004:44) three challenges were identified; namely

- the capacity of police managers to control their own organisational problems and actions of the people who actually do policing.
- sector policing challenged the operational autonomy of the rank and file by exposing their activities to more effective bureaucratic control and more extensive community influence and change was either resisted or subverted.
- patrol officers in Holloway seemed no more accountable to their managers and through them either internally up the organisational hierarchy or externally to ‘consumers’ and the ‘community’ after nine months of sector policing than they were before.

Dixon (2007:166) states that there was much emphasis on community consultation, problem solving and responsiveness by officers within their sectors.

2.2.1.4 SECTOR POLICING IN LONDON

According to Dixon (2007:166), sector policing was on the turn down around 1999 and it was phased out at the end. Ten years after the study was conducted, sector policing stopped to

continue. While Holloway pressed on with the decentralisation of detective functions, other divisions paid no more than lip service to basic service (Dixon & Rauch 2004:45).

They further indicate that it was found that the old time-based relief system was still in operation in South London in 1996. They emphasise that geographical responsibility was restricted to the national allocation of each of these teams to a sector in which they were expected to do problem-solving work if and when the pressures of responding to calls for service permitted. According to them, sector policing seems to have endured from a number of eventually fatal disadvantages, most of which were clear from its introduction in Holloway. It was much a top-down restructuring, but the changes in organisation and working systems that sector policing demanded were never 'owned' by more than a minority of enthusiastic officers at divisional level (Dixon & Rauch:2004:45-46). According to Kappeler and Gaines (2009:149), for community policing to be a success, officers should be encouraged to pursue and embrace community policing at all times by way of incentives.

Dixon and Rauch (2004:48) emphasize that the kind of work conservative adversaries of sector policing had always promoted created a negative picture as well. In the end their resistance to its introduction and continued rebellion of its aims bore fruit, even though in the context of performance management command that did little to improve their operational sovereignty. From the manager's point of view, the three sector systems were annoying because it was often impractical to find out which officers were on duty at any given time and more importantly who could be trusted with the most difficult and sensitive tasks (Dixon & Rauch 2004:48). According to Dixon (2007:166), there was an absolute change from the traditional way of policing, like owning and getting ahead of local problems by identifying those local problems and assisting to engage in their causes.

According to Dixon and Rauch (2004:52), police started dealing with only crime problems, and other grievances were channelled to the appropriate agencies to deal with, after realising that the sector policing projects were fading. After an election in 1997, the United Kingdom government approved new legislation, which mandated partnerships between police and community to be created at borough level, rather than sector level. Dixon (2007:167) states that by the year 2008, the approach to policing assisted the community through dedicated, visible, and responsive neighbourhood policing teams.

There are lessons learned from the Holloway experience, which indicates that sector policing never materialised, as there was no consistent evidence of changes in police practice as a result of sector-based problem-orientated policing. The introduction of a new style of policing sector policing or similar did not have a marked impact on public perceptions of the public.

The difficulty in managing sector policing is a as a result of conflict between prioritising things which need to addressed at the time. As a means of making the police more accountable to all shades of local opinion, sector policing in Holloway was not a great success. The United Kingdom Government passed a new law which requires partnerships between the police and the community to be constructed at borough level.

2.3 THE REGULATORY FRAMEWORK OF SECTOR POLICING IN SOUTH AFRICA.

The Constitution prescribes community policing as the style of policing to be adopted by the South African Police Services to meet the safety and security requirements of all people (South Africa:2005). This policy framework should be read together with the following documents:

- The Constitution of South Africa (Act No 108 of 1996).

The Constitution of the Republic of South Africa is very clear on policing issues, In Section 214 it explains the need for the establishment and the regulation of the South African Police Services, which shall be structured at all levels. The service is entrusted with the following responsibilities:

- Ensure co-operation between the service and the committees it serves in combating of crime.
- Establish and maintain partnerships between the community and the service.
- Ensure the safety and security of all persons in the Republic.

- The South African Police Act (Act No 68/1995).

It is clearly stated in chapter 4 that for the SAPS to achieve its objectives as outlined in the constitution, officers should liaise with the community forums:

- To establish and maintain partnerships between the service and the community.
 - To promote communication between the service and the community.
 - To promote joint problem solving initiatives.
 - To promote co-operation between the service and the community to fulfil the needs of the community.
- Draft National Instruction on Sector Policing 2003.

The first National Instruction was disseminated to police stations on how sector policing should be implemented. It clearly outlines the 5 phases which serve as

guidelines on how sector policing should be rolled out. It also identifies the type of resources required and the responsibilities of various role players.

- National Instruction on sector policing 3/2009.

This instruction stresses the need for flexibility whereby the available resources should be utilised optimally where a need exists. It also emphasises the importance of police involvement in sector initiatives. The community members identify their own committees which will represent their interests.

- Draft guidelines for local sector policing role players 2010.

Community orientated initiatives should be supported by the police in the fight against crime. The sector policing programmes like patrol groups, street committees, flat watches etc. should be supported by the police in the fight against crime. The inhabitants are expected to be active participants in the fight against crime in their areas.

Therefore, it is of the utmost importance for all the payers to be aware of what is expected of them in ensuring that sector policing is a success. The effectiveness of this initiative is largely dependent on the policy guidelines as indicated above.

According to Maroga (2004:10), the first South African version of the sector policing project in Johannesburg was running at only 21 police stations. It was adopted in middle class suburban areas in the north of the city. Sector managers had to work with the communities in the fight against crime and were based within sectors on a fulltime basis. He indicates that one of the main benefits of these guidelines is that it was utilised as the basis of the development of sector policing guidelines which were later rolled out throughout the country. The main purpose of such guidelines was to provide a “national uniform framework and guidelines for the implementation of the methodology of sector policing” (South Africa 2007:35). These guidelines were replaced by the 2005 policy document on sector policing which provided clarity and direction on the management and implementation of sector policing in South Africa.

2.3.1 DRAFT GUIDELINES FOR LOCAL SECTOR POLICING ROLE PLAYERS

According to the Draft Guidelines for local sector policing role players (South Africa, 2010:3), role players should launch and actively participate in patrol groups, street committees, street-block, farm-, domestic and flat watch structures, as well as initiatives to safe-guard the areas in which they live.

Role players refer to those who have a vested interest in having sector policing succeed and they may include police community members and parties external to the organization. The role of the police is one of those social roles about which there is widespread uncertainty, particularly because, more than any other role, it consists of different components which provide services to the people (South, Africa: 2010). It is therefore expected of all the role players to actively participate in this initiative.

This draft is understood to have been compiled with the aim of supporting the local police activities, which include initiatives like patrol groups, street committees and neighbourhood watches. This action includes the marking of properties, reporting criminal activities, the improvement of home security, resulting in crime reduction (South Africa, 2011:1 b). It further states that it encourages and enables communities to take greater responsibility for their own safety and security. Sector policing improves the relationship between the police and the community which increases the community members' trust in and respect for the police and understanding of police tasks. Therefore community members should become actively involved in providing information and suggestions for preventing crime in the sector (South Africa 2010:6).

2.3.1.1 Steps to be followed in implementing local role players' structure within a sector.

The following steps will provide a better understanding to the members on how to implement the role players' structure at local level. For a structure to be considered functional it should have gone through these stages.

- Step one

A need assessment by the sector commander and all role players are informed on the establishment of the structure.

- Step two

A meeting should be convened, where an executive committee of local role players is elected.

- Step three

Elected executive committee members in consultation with the station write a mission and vision statement for the structure. A constitution is drafted and adopted.

- Step four

The local structure should hand in a typed application at a local community police forum confirming its existence.

- Step five

Once the structure is operational, it will determine the best action to be taken within that particular sector. The sector commander must schedule monthly meetings.

For sector policing to be a success, all role players should play their part as expected. Sometimes certain roles and responsibilities are affected by lack of knowledge and commitment, but it is necessary for all role players to understand the steps to be followed.

2.3.1.2 PHASES OF SECTOR POLICING

Sector policing should be implemented in five phases in all police stations in the country. In 2003 a draft National Instruction was developed and distributed to stations. It identified 5 phases in the way sector policing should be implemented. The idea behind breaking down the implementation process into clearly defined phases is to enable stations to monitor their progress and locate any challenges that may arise during the implementation process (Maroga, 2004:3).

- **Phase One: Determine sector boundaries**

In this phase the demarcation of sectors is included. After analyzing the station profile, the station commander, in consultation with all role players, including community representatives, divides the station area into sectors. The following must be taken into

account when dividing the station: the 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, and farms and small holdings must also be taken into consideration. In addition to this, the geographical size and topographical features of the policing area, such as mountain ranges and rivers must also be considered to ensure that no one feels sidelined in the process. All the inhabitants within sectors should feel happy and welcome within their respective sectors during the implementation of sector policing.

The national instruction maintains that the manner in which the sectors are identified and demarcated must be realistic and sectors should not be too big or too many to ensure manageability.

- **Phase Two: Appointment of sector commanders and sector teams**

It is the Station Commissioner's responsibility to appoint the sector commanders and sector teams for each sector. The number of members in a sector team, in terms of both permanent members and reservists, is based on the discussion with the station commissioner (South Africa, 2004:15).

Adlam and Villiers (2003:27) identify the following skills that a sector commander should have: communication skills, presentation skills, marketing skills, creative skills, caring skills, inspiring skills, perseverance skills, problem-solving abilities, facilitation skills, team management skills and general managing skills. According to Maroga (2004:3), sector teams will consist of deputies and reservists. Their role will be to assist the sector commander in co-ordinating the sector and the sector crime forums. The above sentiments are a clear indication that this initiative requires someone who is highly skilled. Such a person should have a deputy to assist him in carrying out his responsibilities as sector commander.

- **Phase Three: Sector profiling**

South Africa (2004:17) explains that after the appointment of sector commanders, a process of compiling a sector profile by the sector commander and the sector team should follow. A

sector commander must update the sector profile regularly as new issues emerge or as the community changes, and she further states that collecting information for the sector profile should involve active interaction and consultation with the community. A sector commander must have the following responsibilities (South Africa, 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 stake holders, as communication between these two parties is vital.

- **Phase Four: Establishment of sector crime forum**

Phase four entails establishing a sector crime forum (SCF), which will be representative of all relevant stakeholders (Maroga 2004:4). Two members of the community need to be appointed to serve as a chairperson and a secretary of the sector crime forum. After the crime problems have been identified, the best possible solution should be identified and implemented. Those 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. South Africa (2004:19) states that the activities of the Sector Crime Forum include the following: monthly meetings, identification of crime 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 Community Policing Forum within the community and station commissioner, various local organizations and local councillors.

- **Phase Five: Sector crime forum activities**

It is the responsibility of the sector commander, together with the relevant stakeholders, to facilitate the development and facilitation of effective and practical crime prevention strategies within the sector. This information will come mainly from two sources, namely official police reports, and secondly reports from the Sector Crime Forum, Community Policing Forum, and the local community (South Africa, 2004:20).

South Africa (2004:20) explains that the chairperson of the Sector Crime Forum can attend the executive or general meetings. After the safety and security needs, the Sector Crime Forum can determine the best possible actions to be taken, for example, to consult the local municipality regarding environmental design, or busting the crime hot spots or repairing poor streets lights. When the sector is at phase five, it is regarded as fully implemented and members would also share the information and builds partnerships with a wide variety of stake holders and initiates crime prevention strategies, as well as the promotion of projects.

It should be noted that sector policing needs to be implemented in phases as identified above, as these phases would enable the monitoring and addressing of challenges at local level. All the identified phases should be followed in sequential order.

2.4 ORIGINS OF SECTOR POLICING IN SOUTH AFRICA

Sector policing can be drawn back to the 1990's, as it was run through in the United Kingdom, and generally recognized as the "neighbourhood" policing. It was designed to suit the specific desires of the community (Maroga, 2003:13). According to Markus et al. (2009:145-155) police organisations around the world have been on a quest to rethink both their roles and responsibilities with various stakeholders. The intention of this initiative was to identify and address the main causes of crime in specific geographical areas in collaboration with the inhabitants. The community needs to know that when they report an incident of crime, the police would take seriously any piece of evidence produced (United Kingdom: 2011). According to Dixon (2004:45), this programme is divided into the following categories: hotspot (target), patrolling, controlling risk factors, problem - orientated and community policing. This kind of policing has its key characters whereby a small team of officers are allocated to a local area in order to provide policing service for the area (Stephens & Becker, 1994:113). According to Scott (1997), the sector policing strategy was started and executed in Britain by the Metropolitan Police Service across the Metropolitan Police district by April 1913. The need for a new method of policing in South Africa was discussed during the dawn of our new democracy. The term sector policing was never mentioned at the time. According to Dixon and Rauch (2007), the concept "sector policing" was brought to South Africa by an SAPS officer who attended a conference in the United Kingdom in 1994. According to Burger (2006:76), sector policing was first piloted in Johannesburg during April 2000. He further states that members were trained concerning this strategy and a document titled "Guidelines

on Sector Policing” was developed. Attempts were made between 1998 and 2003 by various stations to implement sector policing, to no avail because of a number of challenges (Dixon & Rauch, 2004:22-23). In 2003 a draft national instruction was disseminated to stations with the aim of directing stations on how to implement sector policing. It remained to be seen whether similar methods operating closer to the ground at sector level would be any more effective (Dixon & Rauch, 2004:19).

According to Dixon and Rauch (2004:57), the sector policing strategy was practised in the UK and was imported to South Africa around the 1990’s. It was warmly welcomed as a move to modernise the SAPS, which needed to be transformed at the time. They further state that a number of official documents referred to the ‘unit beat system’ and ‘team policing’ as it was used in the United States around 1970, and the United Kingdom based ‘problem orientated’. The then Minister of Safety and Security spoke about police officers with intimate information of their policing areas and its problems (South Africa, 1997:21). In 1996 the term ‘sector policing’ was mentioned in the National Crime Prevention Strategy aimed at ensuring that police officers are deployed in conflict affected areas (South Africa, 1996:40). This document defines sector policing as “... rendering police services as close as possible to the community. It literally entails the division of geographical areas into smaller, more manageable sub-areas/sectors and the assignment of police members to these sectors on a fulltime basis”. The South African Police service decided out of choice to implement sector policing: it was never imposed by anyone. It was implemented because of internal lobbying by a senior officer who attended a conference and brought the idea back to South Africa. This idea was imported from abroad during the democratic transition in South Africa.

2.5 THE CURRENT STATUS OF SECTOR POLICING IN SOUTH AFRICA

Sector policing should be implemented in line with the National Instruction 3/2009 issued in July 2009. An Implementation Plan to guide implementation over a three- year Medium Term Expenditure Framework (MTEF) period, starting January 2010 and ending December 2012, was developed and approved by the National Office, with the following specifications:

In 2011, 135 police stations of the 1120 police stations have not yet implemented sector policing (South Africa:2011b). In 2013, sector policing was rolled out to all the stations

nationally. However, according to feedback received, sector policing is not achieving the results and impact as anticipated and is not meeting the expectations of the community.

Various stations were visited by the Division: Visible Policing to assess the implementation of sector policing (South Africa: 2011b). The following were identified as challenges facing the implementation of sector policing: there is no common understanding regarding sector policing at national, provincial and local level; there is a lack of human and logistical resources, there are huge policing areas and sector commanders are transferred continuously.

The Gauteng model of sector policing represents good practice, not only because of dedicated resources allocated to sectors, but because the model is based on accountability at all levels. Command and control is exercised from the Provincial Commissioner's office, to the members on patrol and an integrated operational concept is in place (South Africa: 2011b). The following were identified as good practices: marking of sector vehicles with sector and cellular numbers, use of blue lights, especially in urban areas to enhance accessibility and create a feeling of ownership by sector community, for example establishment of contact points to enhance response and improve accessibility by bringing policing closer to the community.

Sector policing provides critical benefits for both the SAPS and the communities in which they operate because it involves smaller, more manageable areas, it contributes to community involvement, a sector meeting takes place every month, attended by organizations which are encouraged to take greater responsibility for their own safety and security, hence the importance of their own initiative. A relationship of trust is built between the community and the police and service delivery on the part of the police is improved by quicker reaction and visible policing (South Africa 2003). These critical benefits were also found in 2004 by Maroga (2004:4) who indicates that if successful, sector policing can be seen to generate a number of benefits including: improving the identification of hot spots and the root causes of crime at a local level, better use of policing resources according to the needs of a particular sector, allowing for greater manageability, given that the precincts will be divided into smaller sectors, more effective and efficient police response to community complaints and emergencies, and better co-operation between the police and community at local level to address specific crime problems. All these benefits do not come easily, as there

are difficulties sometimes. During an impact evaluation of the sector policing learning programme, a number of concerns were raised, namely a lack of involvement of stakeholders outside of the SAPS in determining sector boundaries, poorly defined relationships between the sector police forums and the community police forums, no appropriate training and guidelines for both SAPS and community members about their roles and responsibilities. Of great concern is disruption of sector policing when officers are deployed to other initiatives, as well as the selection of sector managers (South Africa, 2011a). All these can be overcome through hard work, commitment and dedication by all role players.

Although it was premature for the SAPS to conduct the evaluation of the implementation of sector policing, such a process assisted in identifying the shortcomings and making the necessary adjustments to this initiative. As a result, challenges were detected in the implementation of sector policing which required urgent attention. What is of importance is to make all the role players aware of their roles and responsibilities towards the enhancement of this initiative.

2.6 SUMMARY

This chapter highlighted a number of important issues. It also traced the origins of community policing and sector policing in South Africa, as well as the relationship of the two concepts, by analysing a number of official documents and other sources. Sector policing is a priority for the South African police service at the moment, and its successful implementation may provide a safe and secure environment for everyone in the Republic. This strategy focuses on the abilities of various police stations to prevent crime effectively and to render a good service. Experiences from western countries support the community consultation, decentralization, problem solving and mobilization of public involvement in policing at local level. Sector policing is implemented according to sectors, and the management team has to appoint sector commanders, as well as determine the demarcation of boundaries of the various sectors in the station area. The station commander, in collaboration with community members, should actively explore ways to solve crime problems through creative thinking. Sector policing has been adopted as the future policing style that would contribute to the normalization of the crime situation through improved community involvement and co-

operation in policing. Finally this strategy calls for team work, dedication, co-operation and hard work. All the role players should actively participate throughout.

CHAPTER THREE

3. EVOLUTION OF SECTOR POLICING IN SOUTH AFRICA

3.1 INTRODUCTION.

It is the responsibility of the South African Police Service to work with communities to reduce crime. The police service has realised that it cannot succeed in dealing with crime on its own. It has identified community policing as the way to involve the community in the fight against crime.

This chapter explains how community policing was established in South Africa. The origins, core elements, goals, principles and objectives of community policing are therefore discussed in this chapter. Firstly, the background of community policing in South Africa is discussed.. It is vital to understand the importance of community policing in order to perform crime prevention activities.

3.2 BACKGROUND

According to Mottiar and White (2003:7), community policing in South Africa was originally envisaged in the 1993 interim constitution, which directed that an act of Parliament provide for the creation of community police forums in every police station. The aim of these forums was to promote accountability of the police to local communities, encourage community co-operation with the police, and monitor the effectiveness and efficiency of the police. In 1996 the National Crime Prevention strategy (NCPS) emphasized the idea of partnership for dealing with crime in South Africa. Sector policing is a far more decentralized approach to policing than the traditional way of policing. It intends to address the root causes of crime at specific geographical locations in partnership with particular communities at local level. Sector policing can be seen as a “tailor made” policing approach created to suit specific needs (Maroga, 2004:1). The above sentiments are echoed by Dixon (2007:167), who stresses the fact that it can be viewed as a unique approach to putting the now well established principles of community policing in practice.

Braiden (1992: 21) traces the recurrence of community policing to the philosophy of policing circulated by Sir Robert Peel. He refers to item seven of Peel’s original principles: the police are the public and the public are the police. Community policing is a broad strategic concept

which includes sector policing as a discipline on its own. It is a philosophy that guides police management styles and operational strategies and emphasize the establishment of police community partnerships and a problem solving approach responsive to the needs of the community. It is based on the assumption that the objectives of the SAPS, namely the prevention, combating and investigation of crime, the maintenance of public order, the provisions of protection and security to the inhabitants of the republic and their property and upholding and enforcing the law, can only be achieved through the collaborative effort of the SAPS, other government institutions, the organisations and structures of civil society, and individual citizens (South Africa, 1997:1). The manual further states that a major objective of community policing is to establish an active partnership between the police and community through which crime, service delivery and police-community relations can jointly be analysed and appropriate solutions designed and implemented as part and parcel of this approach. Sector policing must thus be seen as an enabling mechanism which organises and mobilizes individuals within communities to establish the driving force on which the philosophy of community policing is based. The White Paper describes sector policing as the division of areas into smaller managerial sectors and assignment of police officers to these areas on a full time basis. These police officers regularly patrol their own sectors and are able to identify problems and find appropriate solutions. Sector policing encourages constant contact with members of local communities (South Africa, 1997:17). Sector policing forms an integral part of community policing, as it is seen as a demonstration of the presence of the police in the community with the responsibility of forging close links with specific needs of the local community.

3.3 ORIGINS OF COMMUNITY POLICING IN SOUTH AFRICA

According to Stipak (1995:155), community policing is a management strategy that promotes the joint responsibility of citizens and the police for community safety, through working partnerships and interpersonal contact. Burger (2006:102) explains it as an attempt by the police to rebuild the relations with the citizens after the previous confrontational periods. He further states that it was necessary to transform the apartheid – orientated police. The above sentiments are supported by Trojanawitz et al. (1994:6) who describe it as a philosophy and an organisational strategy that promotes a new partnership between the police and the

community. These groups must work together as equal partners to identify, prioritize and solve contemporary problems in their neighbourhoods. Adams (1994: 894) stresses the fact that it was necessary to shift from a military-inspired style policing into a community - orientated approach in order to win the support of the communities. The vision for the SAPS is to craft a safe and secure environment for all the people in the Republic of South Africa with the aim of addressing the real root causes of crime in all communities (Govender, 2010:69).

The first formal reference to community policing as a prescribed approach, style or methodology for policing in a democratic South Africa is found in the Interim Constitution (Act no 200 of 1993). In Section 221 (1) and (2), the Constitution directed that an act of parliament was to "... provide for the establishment of community police forums in respect of police stations", which would include the following functions:

- (a) the promotion of accountability of the service to local communities and co-operation of communities with the service.
- (b) the monitoring of the effectiveness and efficiency of the service.
- (c) advising the service regarding local policing priorities.
- (d) the evaluation of the provision of visible policing services rendering, including;
 - (i) the provision and staffing of police stations
 - (ii) the reception and processing of complaints and charges
 - (iii) the provision of protective services at gatherings
 - (iv) the patrolling of residential and business areas; and/
 - (v) the prosecution of offenders; and
- (e) requesting enquiries into policing matters in the locality concerned.

According to Palmery (2001:4), the system of policing during the apartheid era strongly focussed on political control and the corrective punishment of political insurgents rather than on crime control. The crime prevention role of the police was nominal in formerly "white" areas and non-existent in "black" areas. Cwathra (1994:13) highlights the fact that a belief

existed that the police force at that time consisted only of whites and blacks were outcasts and were criminalized. The above implies that no community relations existed between the police and the black African community, except when a member of the latter group was arrested, which further suggests that the South African police force was estranged from blacks. Rauch (2008:8) refers to Dixon's views by indicating that the South African Police Force established a division for community relations towards the end of 1992. It was meant for community relations at local level throughout the Republic. He further states that such a relationship was not positive, since the community perceived the police to enforce the laws of apartheid and promote segregation to secure the minority domination and to protect only the white population from political disturbances and crime. The only manner in which members of the black communities were partisan to policing was by exploiting these communities by becoming the so-called informants in return for compensation or ransom.

The democratic elections of South Africa, which were conducted in April 1994, led to changes in policing in the country; hence the South African Police Force was transformed to the South African Police Service under the SAPS Act, Act 68 of 1995. This Act necessitated a different approach to the delivery of the service. Maroga (2004:04) stresses the fact that changes not only necessitate a process of fundamental change on a wide front within the present policing establishment, but also a re-evaluation of policing principles and practices by the police and the community, including the demarcation of sectors and appointment of sector commanders.

The Constitution of South Africa (Act No108 of 1996) describes community policing as a style of policing to be adopted by the SAPS to meet safety and security requirements of all the citizens of the country. According to the Department of Safety and Security, the South African Police Service submitted a plan detailing and setting out the priorities and objectives of policing for the first time in history in the history of policing in the country. According to Brodeur (1998:87), community policing deals with community engagement and focuses on prevention of crime, as well as reaction to crime. He further states that this system is people-based, as opposed to being bureaucratic or militaristic, and is about improving citizens' quality of life. It relies upon organisational decentralization and it implies a commitment to helping neighbourhoods solve crime problems on their own through community organisations and crime prevention problems. These are the things that are most important to the community (Brodeur: 1998, 87).

Thus, the political prerogative informing community policing was one of democratic accountability. The police were to be democratised and legitimised by enhancing oversight and interaction, consultation and accountability at local, or police station level. Minnaar (2009:189) places more emphasis on the importance of community support structures such as the Community Police Forum (CPF), as mandated by the constitution for the successful envisaged roll out of community policing.

Pelser (1999:4) identifies five core elements of community policing in South Africa:

- Service orientated

According to Trojanowicz and Bucqueroux (1994:9), community members should be treated the same, irrespective of their social standing; which means all citizens will receive effective police service, regardless of race, gender, ethnicity, religious belief, income, sexual preferences etc. The manual for the South African Police Service (South Africa, 1997:2) supports these sentiments by adding that community policing is primarily concerned with promoting the concept of a client-centred service that is effective, efficient and accountable. It further states that the police service is a service provider and the community is the receiver of the possible service. In other words, the community is the customer or client who receives this service of policing. The SAPS is obliged to provide a quality police service which is efficient and effective.

- Community Partnerships

According to the Manual for the South African Police Service (South Africa, 1997:2), community policing needs and encourages a new partnership between people and their police. It further states that it is a co-operative effort to facilitate a process of problem solving and the main objective of such a partnership is to determine, through consultation, community needs and policing priorities and to promote police accountability, transparency and effectiveness. Miller (2012:12) places more emphasis on the importance of community participation and accountability and views the neighbourhood structures as one of the most crucial aspects. Skogan (2004: xxiv) describes community partnerships as a means of embracing a policing perspective that exceeds the standard of law enforcement.

- Problem solving

According to Trojanowicz (1998:2), community policing is the process of engaging in the proactive and systematic examination of identified problems to develop effective responses that are evaluated rigorously. Bullock and Tilley (2003:143-5) concur with the above statement by describing community policing as an analytic process and strategy for identifying and prioritizing problems in a collaborative manner to solve the specific problems of the community and its causes. Stevens (2003:30) emphasizes the fact that it requires a partnership of neighbourhood officers, residents, entrepreneurs, government agencies, including anyone with interest in the community.

- Empowerment

According to Palmiotto (2000:157), empowerment is the process where people organize with an objective to learn more about their own personal influence. Such a community is structured in a way that provides the opportunity to participate in community activities. Community Policing has to be responsible to the community and its members must be willing to use that structure. Whisenand and Ferguson (2002:109) view it as power sharing, which motivates people to get involved, get the job done and give top quality service. The training manual for the SAPS supports the above-mentioned sentiments by indicating that it creates a sense of joint responsibility and a capacity for addressing crime, service delivery and safety and security amongst members of the community and their police. The Community and police personnel are to be educated on community policing to enable all to play a constructive role in the community policing forums and make decisions of their own respective communities (South Africa, 1997:2).

- Accountability

Stevens and Yach (1995:30) indicate that accountability refers to being answerable personally for individual acts and omissions. Trojanowicz (1998:1) states that citizens are accountable by providing the necessary information, being responsive to the request of the police and participating in policing projects. The Policy Framework for Community Policing (South Africa, 1997:2) emphasizes the fact that the police are answerable for addressing the needs and concerns of the community they serve. He

also says the police will be immediately accountable for their actions and will have to answer personally for whatever they do if the accountability of the police is established.

According to the SAPS Act (Sect 19 (1)), the implementation of community policing, apart from the national training function, is a provincial responsibility and this resulted in the appointment of provincial community police co-ordinators in all nine provinces.

The mandated functions of Community Policing Forums as outlined may be categorised into three key responsibilities:

- (i) The improvement of police-community relations,
- (ii) The oversight of policing at local level, and
- (iii) The mobilization of the community to take joint responsibility in the fight against crime.

Community policing supports the strategic objectives of the South African Police Service as guided by the constitution. Community formations and partnerships are necessary in the fight against crime. For community policing to be a success the five core elements, namely: service orientated, community partnerships, problem solving, empowerment and accountability should be embraced in order to promote joint responsibility by the police and the citizens.

3.4 GOALS AND PRINCIPLES OF COMMUNITY POLICING

The Manual for the South African Police Service explains the goal of community policing as a new proactive initiative aimed at dealing with problems before they escalate. It also suggests certain goals which are summarised as follows:

- It supports the idea of identifying and attacking the root causes of problems.
- Its projects are judged by reduced crime, elimination of uncertainties, an increased feeling of safety and less neighbourhood disorder.
- The provision of high quality customer satisfaction in the neighbourhood.

- The establishment and maintenance of trust creates an effective community policing partnership and improves the relationship between the police and the community.

The following principles relevant to community policing are explained; namely:

Stevens and Yach (1995:79) propose that change should be designed in such a way that it is acceptable to everyone, or else it will be resisted. The Training Manual for the SAPS (1997:10-14) indicates that there should be change prior the institutionalisation of community policing. Such organisational changes include the following:

- Structure: how an organisation is managed to reach its goals, e.g. promotion, rewards, recruitment, training etc.
- Culture: change in attitude, norms and values. This should be done for the sake of institutionalising community policing.
- Strategy: it deals with the quality of service to be delivered to the community.
- Management: where-ever there is change; there is a need for strong leaders with the ability to implement such changes immediately.

During the dawn of democracy change was necessary in the South African Police Services and such a change was designed to accommodate everyone to minimize resistance.

Peak et al. (2004:60) describe leadership as a process which directs and influences the behaviour of others in order to reach the set goals. Stevens (2003:104) also views it as a process to influence others and says that such leaders should be viewed as role models. Bennet and Hess, (2004:52) define leadership as “working with and through individuals and groups to accomplish organisational goals and moreover, it is an art of getting someone to do something”.

According to Trojanowicz and Bucqueroux (1990), the relationship of the community and the police must be based on mutual trust and respect. The Policy Framework for Community Policing (South Africa, 1997), deals with the creation of understanding and trust between the police, the community and other relevant stakeholders which are crucial for community policing to be effective. Trust between the police and the community is the cornerstone of effective community policing. The incidence of corruption and abuse of power can harm the

image of the police in their community. Community policing gives a name and face to the police so that the residents will feel that the police are people they can trust and work with (South Africa, 2005).

This kind of strategy is directed towards crime prevention. Oliver (1998:5) believes that creativity and innovation in applying methods and techniques constitute a central principle. According to him, methods include specialized patrols, satellite stations, allocating members to specific areas and more flexible shifts in this approach.

Stevens and Yach, (1995:119) suggest that community policing is used to help through consultation. These aspects all require trust, careful planning and execution, since consultation is getting the best information possible in order to make sound decisions. The police consult the community about options and recommendations to solve specific problems, since problem solving should be based on a consultative approach that constantly seeks to improve responsiveness to identify and prioritize community needs.

3.5 COMMUNITY POLICING AND SECTOR POLICING

Dixon and Rauch (2004:9) indicate that the final draft of the South African Police Services National Instruction on Sector Policing 2003 makes the connection between sector policing and the philosophy of community policing very clear. They state that sector policing is a “practical manifestation” of community policing. The 1998 White Paper on Safety and Security contained the first reference to sector policing in an official policy document as a form of policing. It describes sector policing as entailing the divisions of areas into small managerial sectors and the assignment of police officers to these areas on a fulltime basis. These police officers regularly patrol their own sectors and are able to identify problems and seek appropriate solutions. It further stresses the fact that sector policing encourages constant contact with members of local communities. The first official guidelines on implementing sector policing in South Africa appear to have been issued in 1998 as part of the effort to develop sector policing in certain parts of Johannesburg under the auspices of the South African Police Services Project Johannesburg (Dixon and Rauch 2004:9). Dixon (2007:170) indicates that all features of community policing as stated by Skogan and Hartnett are evident in this formulation and the detailed description of sector policing which follows it, including the formulation of sector crime forums to discuss local policing issues and an

emphasis on preventing crime by addressing “root causes” and enabling and contributing factors.

Between 1998 and 2003, during the gestation phase in South Africa, the notion of sector policing was interpreted and used to suit a variety of policy purposes, much as the term ‘Community Policing’ had been used during the preceding decade. The discourse of democratic policing, community policing, and crime prevention is evident in the sector policing document; maybe as a result of the continuity of SAPS personnel. These personnel members were involved in all these policy efforts in the decade, since the first introduction of community policing in South Africa. Maroga (2003:13) views sector policing as a way of enhancing community policing. The Draft Guidelines for Local Sector Policing Role Players reiterates the fact that sector policing is a strategic policing priority and it is regarded as a new trend in policing, in which police members work hand in hand with the local community police forum. It also views it as a practical form of community policing, which devolves into smaller and more manageable policing areas. It ensures more effective crime prevention, because attention is given to the causes of crime and factors amid circumstances that allow crime to take place in a sector. The linking of sector policing and crime prevention to community policing is supported by the Strategic Plan of the South African Police Service 2004-2007, where it is stated that South African crime prevention is based on principles of community policing, which refers to communities in partnership with the police. The partnership referred to here is between police officials appointed as sector managers and sector community representatives. To add to this, the police regard sector policing as the main focus area of the SAPS approach to the normalising of crime.

The above position is maintained by the Strategic Plan for the South African Police Service 2005-2010, but, although community policing terminology such as ‘problem solving’ is still used, it focuses more on practical guidelines for the implementation and management of sector policing. According to the latter Strategic Plan, sector policing is based on the following four pillars:

- The geographical demarcation of police station areas into manageable sectors, taking into account Crime Administration blocks, the geographical size of areas, topographical features, community resources, crime types and patterns.

- The appointment of permanent SAPS members as sector commanders and sector policing teams.
- Active participation by communities by means of reservists, partnership and support groups.
- The implementation of strategies and projects by the SAPS and communities to address specific crime problems in each sector.

Community policing was identified as a form of policing aimed at addressing the present challenges, and therefore sector policing should be implemented effectively. Subsequently, it is important to tackle the challenges facing it. For sector policing to be a success, it is essential to secure the support and co-operation of the community.

According to the Public Service Commission's Report on sector policing and the SAPS' role in community crime prevention initiatives (South Africa 2007:3), sector policing is defined as a method of policing used in smaller, manageable geographical areas in a police area. The appointment of a police official as a sector commander, who by acting as a crime prevention official, will involve all role players in identifying the particular policing needs in each sector and addressing the root causes of crime, as well as enabling and contributing factors, in order to bring about crime prevention, is vital. A team of police officials is given a responsibility to manage a portion of an area on a full time basis to ensure that crime is reduced. The National Instruction on Sector Policing (South Africa 2003:2) supports the above sentiments that sector policing means a method to policing used in a smaller, manageable geographical sector in a police station area, the appointment of a police official as a sector commander, who by acting as a crime prevention official, will involve all role players in identifying the particular policing needs in each sector and addressing the root causes of crime, as well as the order to bring about effective crime prevention. Maroga (2004:2) agrees with both sources and adds that it is a division of areas into smaller managerial sectors and assignments of police officers to these areas on a full time basis. These police officers regularly patrol their own sectors and are able to identify problems and seek appropriate solutions. Sector policing encourages constant contact with local communities.

3.6 THE OBJECTIVES AND PRINCIPLES OF SECTOR POLICING

Sector policing centres encourage community and other stakeholder contributions and interaction through Sector Crime Forum meetings (South Africa: 2009:6). It entails that through understanding of the causes of crime and the factors that enable crime to take place, the police and the community will be able to join their capabilities and in partnership, launch projects to address such cases. It further states that sector policing also envisages bringing the police service closer to the community through the appointment of sector commanders (South Africa, 2004:6). According to Maroga (2004:2), the policy behind the implementation of sector policing is to maximise effective police visibility and enhance accountability at local level. It is supported by the report on the Public Service Commission's Report on Sector Policing and SAPS Role on Community Prevention Initiatives (South Africa, 2007:6) which identified the following factors: encouraging increased police visibility, improving the quality of service delivery by the police to communities, using resources effectively and efficiently, working closely with local communities and applying problem-solving techniques.

Co-operation between the sector commanders and the sector community through consultation and joint projects will enhance healthy police community relations. Mutual understanding and joint problem solving can be achieved through the continuous engagement of the relevant role players (South Africa 2004:5). According to Freeman-Otte (2012:2), police must be able to listen, communicate, give feedback, be problem solvers and be transparent, accountable and effective. Communities must be the primary mobilizers of CPF's and crime prevention strategies arrived at in such forums. They must be prepared to co-operate with the police (implying trust) and furthermore must have realistic expectations of the police. The strategy of promoting "collaboration partnerships between the communities, local authorities and police service" is followed by, for, example, strategies to improve intelligence gathering, strategies regarding raids and rounding up of street children to tackle antisocial behaviour.

The Public Service Commission's Report on Sector Policing and the SAPS' Role in Community Crime Prevention Initiatives (South Africa, 2007:4) outlines the following facts:

that by encouraging increased police visibility, improving the quality of service delivery by the police to communities, using resources efficiently and effectively, working closely with local communities, and applying problem solving techniques one can ensure that sector policing becomes a reality.

The general principles of sector policing, encapsulated in the National Instruction on Sector Policing 2003, are supported by Maroga (2003:7), who indicates that certain guidelines should be followed by all members when dealing with sector policing, namely: problem-solving initiatives should be based on a consultative approach that constantly seeks to solve problems and improve responsiveness to needs, empowering all front line 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, etc. He indicates that sector policing training should be an ongoing process and must be a fully integrated approach that involves everyone.

The Sector Crime Forum has a huge responsibility, because it must ensure the smooth running of the sectors. That is the place where members of the community raise and discuss issues. In short it is the platform for everyone to provide inputs.

3.7 The connection between National Instruction 2003, 2006 and 2009.

The National Instruction 2003, stresses the need for enough human resources which should be allocated to various sectors under the guidance of sector commander on a 24/7 basis, whereas the Divisional Instruction 2006 was aimed at providing context to the definition of sector policing and clarifying the responsibilities of the role players. It also outlines the monitoring process with the aim of addressing unforeseen challenges. The 2009 instruction emphasises the need for the flexible use of resources where a need exists. It further clarifies the duties of sector commanders who are responsible for the deployment of operational members on a 24/7 basis. It also gives details on what communities should do within the sectors.

All the above- mentioned instructions provide a clear indication of the roles and responsibilities of various stakeholders during the implementations process. It is of utmost

importance that whoever is involved in the implementation of sector policing should have an understanding of their actual obligations.

3.8 Challenges of Sector policing.

Sector policing is viewed as an enabling mechanism which organizes and mobilizes individuals within communities to establish the driving force in providing a more effective community centred service (South Africa (2011:12b). According to Buthelezi (2009:92) and Maroga (2004:15), South Africa, (2009:4), South Africa (2011:10a), there are various challenges with the implementation of sector policing nationally.

Montesh (2007:37) and Steinberg (2003:4) identify the following challenges: lack of common understanding of the concept of sector policing; inadequate resources such as vehicles, two way radios and cell phones; sector members not trained; sector policing does not form part of their job descriptions; sectors are too large; members are withdrawn from sector duties; members of the community not participating in sector activities, no monitoring mechanism at provincial and station level; poor road infrastructure; incomplete tarred roads and bridges and sector crime forums not functioning properly.

Irrespective of the challenges faced by different stations during the implementation of this initiative, some progress is being made. Officers on the ground in Limpopo are now familiar how sector policing should be implemented. It has promoted a more effective form of crime prevention and the police-community relations have improved tremendously (South Africa, 2011a). The above sentiments are supported by a study conducted in KwaZulu-Natal by Buthelezi (2007), where it was found that the relationship between the police and the community has improved, which resulted in crime reduction. In Newcastle members were trained on the implementation before the actual implementation process began (Buthelezi 2007).

Steinberg (2004:29) emphasizes the fact that this strategy is well received in the West Rand in Gauteng, and the management attitude is described as ambitious, because of the way they received it. All resources were directed towards the success of sector policing, for example the disbandment of station units and all members were sent to sectors. Sector

policing is functional in the West Rand. Sector policing is an ideal mechanism to effectively fight crime and improve police-community relations.

3.9 SUMMARY

A literature review was conducted in order to understand community policing in its entirety and how it came about to be implemented in South Africa. In this chapter the origins of sector policing in South Africa were fully explained and relevant documents were critically analysed. A number of official documents relevant to community policing were identified and scrutinised. Finally, the important factors relevant to community policing were discussed and the objectives and principles of sector policing were outlined.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF THE FINDINGS

4.1 Introduction

Semi-structured interviews were conducted with all participants and the participants freely expressed themselves about sector policing and its implementation in Tembisa. Relevant questions were asked to all participants by means of focus groups. In this chapter the presentation and analysis of the focus group interviews are presented and discussed by means of themes according to the objectives of the study.

The results of the participants' focus group interviews are discussed below.

4.2 The outcomes of the focus group interviews

The participants' responses during focus group interviews are presented below and discussed by means of themes. The following themes will be discussed: The general understanding of sector policing, Communication and Visibility, Confusion and uncertainty of sector policing, the relationship among role players, the impact of sector policing on crime reduction, the benefits of sector policing and the suggestion on how to improve sector policing. An explanation of each theme is given, followed by the responses to the questions, which will be enriched by *in vivo* quotes. The discussion of each theme will be followed by an interpretation.

4.2.1 The general understanding of sector policing

The participants' general knowledge of the concept sector policing is important because it provides direction on how best sector policing could be implemented. It also assisted the participants to clarify the kind of role they are expected to play during the implementation process. It appears from the participants that there is similar general understanding of sector policing amongst police participants, the Community Policing Forum and the patrollers. The following responses were recorded:

“a bigger area divided into smaller portions to be police able”

“it is self explanatory, you divided a bigger area into a smaller manageable area that is a sector, and policing is the primary duty of the police. A small area where the police can manage easily and that must work hand in hand with the community”

“identify a particular group of police who are deployed in particular sections”

“we work with the community; we look after the community in order to provide information to the police”.

It is highly significant that all participants have a similar understanding of what sector policing is and this understanding is also in line with the official description of sector policing, as reflected in section 1.6.2. They are in agreement with the fact that it has to do with police community relations in order to address the crime problem in the area. This shared understanding provides a secure platform on which sector policing can be implemented and is the preferred starting block from where it can be implemented.

4.2.2 Communication and visibility

Communication refers to the way in which the message is carried over to the members at lower levels and other stakeholders. The CPF members and Pastors are of the opinion that the communication is good and are satisfied that the visibility of the police has improved. A well established form of communication is necessary for sector policing to function well. Communication is a powerful tool in which the police can make use of to inform, influence, motivate and direct information to the relevant role players: The following responses were recorded:

“I think yes, the visibility of this sector police is very much there in my section, I think it doesn’t take over more than 30 minutes to more than an hour without seeing a van going up and down”.

“... the communication now is so wonderful to us with the police, we work with sectors actually to communicate everything, is more simple since we get vehicles around the sectors... the communication between the CPF and the station commander is coming better now”.

“... I sometimes I’m using an extra mile and using my phone... just to satisfy community, not to lose trust on them as sector commander, even my car sometimes we even buy airtime for them to communicate with the other people”.

“and the information they were just received through VOT (Voice of Tembisa) by our communication officer, through Tembisan (local news paper) our newspaper, they were received through loud hauling so that people must mobilize”.

The CPF members are experiencing difficulties when they have to attend community meetings. They responded as follows:

“... What I can say, we do attend meetings through Colonel because we don’t have transport at all, ... you see if that is not right, immediately if we are not provided with a car, we use our own”.

The patrollers raised a very thorny issue, as they are unable to call any meetings on their own, as they are depended on the sector managers.

“but sometimes that sector commander is nowhere to be found, when you phone he is on holiday, so you can’t just call a meeting without him”

The participants emphasised the fact that it is not possible to call a meeting on their own.

“no, you can’t even call a meeting on your own because you must use their vehicle to loutale” (use of a loud speaker found in police vehicles to inform members about community meetings).

According to the National Instruction 3/2009, it is the responsibility of the sector commanders to call meetings, determine suitable dates, times and venue for such meetings. The sector commander must ensure that regular community police sub-forum meetings are held. Such meetings should be held on a monthly basis and it should be properly minuted. The members of community police sub-forums should work with the police to establish and maintain partnerships. Failure by the sector commanders to carry out their responsibilities as required leave the community members frustrated because if monthly meetings are not called by the sector commanders there is nothing the community could do. Their dissatisfaction is highly significant, because they can do so much to assist in the

implementation and they cannot go beyond their mandate. The sector commanders should take a lead and carry out their responsibilities for example; call monthly meetings and provide crime patterns to the community so that they may devise some means how to deal with crime in their respective sectors.

The members of the CPF and the patrollers are satisfied with police visibility and how they communicate with the police. Such a relationship could be attributed to the efforts made by members of the service who have put extra efforts while performing their work.

4.2.3 Confusion and uncertainty during the introduction of Sector Policing in Tembisa.

When sector policing was introduced in Tembisa in 2003, there was confusion and uncertainty among the police and the community. This took various forms such as lack of consultation, communication not reaching members on the ground or vague communication sent to members. The following responses were recorded:

“In fact we were all confused at that time, members were having difficulties to understand while they were supposed to work in a certain area, because they used to work the whole Tembisa, it took a deal of time to understand what is sector policing”.

“Ja before they introduced that sector policing, some of us we did not understand what is sector policing but they did sit down with us and explain what is sector policing, before we used to do crime prevention, but when they introduced sector policing, maybe it's not going to work, but when time goes on we saw the reason that sector policing is about.. even the members of the public were not sure of what is expected of them”

“...the people use to say go there to be a spy of the police and they saw this thing as a pimpi (spy)”.

“Well, I wouldn't talk much as the member of church formations but as part of community of sector 13, the first time I heard about it was somewhere at the beginning of June (2012) and there was somebody running around with loud speaker, there will be a meeting at such and such a point, we didn't know what the meeting was all about”.

The participants further revealed how sector policing was introduced, in actual fact the process followed when sector policing was introduced in Tembisa policing area. They responded as follows:

“sector policing was introduced in Tembisa in 2003, it started with four sections and we continued until and now, we have 13 sectors”.

“Ja, before they introduced that sector policing, some of us we did not understand what is sector policing but they did sit with us and explain what is sector policing, before we used to do crime prevention, but when they introduced sector policing”.

“Ja before sectors, sibe si biza a ma sections by sections (we called sections by sections), we talk about CPF and the police and after that we call a general meeting, we mean all the community and stakeholders and NGO’s must be involved and the business sectors involved Ku sizo khona i ku qhumana sizebenzisana sonke” (so that we can be united and work together).

“before it was thumbs up 100% following the national instruction, as time goes on things changed little by little that was working then, also that the implementation we were supposed to work with the CID’s and then, but is only sector commanders who are working in the sectors before the implementation of sector policing also detectives were divided into sectors”

“I think through the help of General, they were following the national instruction because really I don’t think, he just thinks out of himself, even though I don’t know where he started”.

Some members were instructed what to do, they were not given any platform to exercise their own discretion. It paints a picture of mechanical implementation, because role players were instructed and not empowered. The sector team members were not sure of whether the specifications were adhered to during the implementation

It is also significant that the CPF, patrollers and the pastors could not comment on the subject. The person entrusted with the responsibility to implement sector policing failed to fully communicate the message, which is why members of the service and the community members did not know what is expected of them. These imply that role players were not

advised beforehand of their roles and responsibilities. As a result, everyone was uncertain about the future of sector policing and they became confused and uncertain. This top-down approach is clearly not in the spirit of sector policing, as its very core, namely consultation with all the role players, were not met at the crucial introduction stage. This may be at the heart of the limited implementation of sector policing in Tembisa.

4.2.4 Consultation

Consultation refers to the way information was conveyed to various stake holders during the implementation, aimed at the better understanding of sector policing among stakeholders involved. This may take various forms like information sessions, workshops, written communication and participative workshops. The consultation process was not as smooth as it could have been. The following responses were recorded:

“... I was not consulted, the question was, were you consulted before appointed as a sector commander and I wasn’t”.

“There was no consultation before that is my argument”

“but there are still some who were placed there..., it was just a matter of they have been in the sector scene for quite sometimes and be able to understand the job”.

“I don’t know, maybe other people were involved, as for me personally, I was not involved”.

It appears some members volunteered to be commanders, and some were placed by the station management whereas some were brought in from other stations.

“... I came from Johannesburg international airport and came here for and because they wanted all the police who stayed around Tembisa to come and fight crime by that year, they started to launch sector policing in 2003, so there was a shortage of members”.

It emerged during the focus group session that indeed there was a problem during the consultation process, as participants emphasized their dissatisfaction. It appears from the

focus group interviews that the consultation process was not as smooth as it was supposed to be. It is clear that the initial communication was not proper, consultation with the community was not properly done, none of the pastors could answer, yet the CPF felt they were consulted.

Both the members of the service and the community members were not entirely happy on how they were consulted. That kind of an approach created a huge problem for all the role players. Consultation is necessary for successful implementation of sector policing. This type of an approach by whoever who was entrusted with the responsibility to implement sector policing does not bode well for its successful implementation.

On the question of the importance of the benefits of sector policing the participants, responded as follows:

“yes, they told us about the importance of the benefits, all of us”

“yes, they were properly informed because we went to the community, to that sector to explain what is sector policing is all about, in short they were informed”.

“Yes, we have been informed, we use to have some meetings with sector managers, like you said councillor, they call meetings to address what is going to happen, is it for the section or for the people to join”.

The participants responded positively when asked about the benefits of sector policing. In instances where people know of the benefits of an initiative, they are bound to perform at the higher level to reap the benefits of such a thing.

4.2.5 Role players and responsibilities

It is necessary for various role players to know and understand what is expected of them, and this could assist to monitor all role players during the process. In negation the sector commanders who are supposed to be in the forefront of this initiative were not sure about who the different role players are. These are the people who should know better because they are the ones who should co-ordinate everything on the ground, but the patrollers were better informed of who participated in the process. Their failure to respond positively is a clear indication that they are not active participants in the process as compared to the patrollers who responded with self-belief. The following responses were recorded:

“Is the SAPS, CPF and the youth Desk”.

“the community itself was involved because if demarcation is against their will, they will come forward with complaints, actually involve explaining to the councillors and the police”.

“we just heard that the area now demarcated into 13 sectors, no longer 4 now”,

“I think they did, I think they the guy who was presenting there, he told us why it was introduced”.

Some of the participants were left behind in the process which could be the reason why there is a vacuum in the implementation process. If some were informed and others were not, there is already a problem in the process. Role players should be up to speed with the day-to-day happenings.

On the daily activities of the sectors, it appears as if there is a problem, because co-operation with councillors appears to be flawed. It seems as though some councillors are on board, but in most instances they are not. The following responses were recorded:

“I think that on that one is the only person who is very, very supportive, I can guarantee, it is only happening in sector 5, in other words councillors doing their own, we are doing our own”.

“they don’t even come to our meetings even though we call them, they don’t, there is no co-operation but in sector 5 it is happening”.

It appears that the councillors are not playing their role as expected, for sector policing to operate well all role players should be active participants. The sector commanders were initially very confident that the community is well informed and have a positive attitude towards sector policing. It is highly significant that there is poor co-operation amongst stake

holders and there is a strong indication that they were never brought together in one room to have an input on how to implement sector policing. They should have been brought together during the consultation phase for a briefing session. It is unreasonable to the role players if they are not sure of what is going on in their environments. Even the sector commanders who are supposed to be in the forefront of the implementation found themselves wanting. This kind of approach is one of the reasons why sector policing is not fully implemented. That is why there appears to be an unhealthy working relationship amongst stakeholders, not that they don't want to be active participants, but they are confused and don't know what is expected of them.

4.2.6 The relationship at station level

Relationship refers to the state of being related among the role players. From the interviews it appears as though the internal co-operation between the different levels of police at station level is flawed. Certain levels cannot perform their work very well because they cannot give instructions to certain categories of officers. Any form of relationship form the basis of a good working environment. The following responses were recorded:

“it is a problem sometimes you can be called by the community and the vehicle hasn't arrived yet and now you have to call the station, sometimes from calling a warrant officer and having to ask why you are not at this address they say they called you, it becomes a problem for me to call him”.

“some they don't, sometimes it differs on time when you call, sometimes you call in the morning, and they are just roaming around and now you give them a complaint and some are difficult complaints, you may receive a complaint normally patrolling, I was part of the sector teams, some of the complaints when you receive them you know now, it is 5 o'clock, you find a complaint of murder, you are going to knock around 9 o'clock”.

It appears the relationship at station level is at its lowest level. Sector commanders with lower ranks are not able to perform their work well because they are undermined by officers who hold ranks above them, in that regard seniors are not taking instructions from their juniors and that affects the functioning of sector policing.

The patrollers raised an embarrassing issue; they alleged that there are certain officers in the station with a tendency of releasing detained suspects from the cells.

“They were using the other guy there, the reserve guy; he stays in sector 5, so he used to release the suspect”.

This could be one of the reasons why the relationship between the patrollers and the officers is not healthy, because releasing detained suspects without a reason undermines their efforts to fight crime by dedicated officers. Members of the patrol teams are not happy with the kind of relationship they have with the members of the service. The participants further identified a number of factors with negative consequences towards a good working relationship. They are as follows:

“no, you know what is the problem, I think the constitution of the CPF is there, and in their books their modules, I’m talking about the new ones, who are coming, students, they don’t exercise or practice those things that is where we come across the problem because even when they parade here, tell them that you meet the people on the streets, you must assist them” “ Niks niks that is why problem ya mi kakhulu la epolice station e ma CID a ba communicate na ma patrollers, niks as long wena u bambe lo muntu lona e responsibility yakho...”(no, no, my biggest problem here at the station is the CID, they don’t communicate with the patrollers at all, as long as you have arrested a person it is your own responsibility).

“the relationship has improved, even though we still have a little bit of a problem with the students and constables, it seems they don’t understand what is a sector crime forum, it needs to be fixed, we can work with everybody, from Colonel, Captain but when it comes to Constables and the students, they don’t understand, in fact they undermine CPF, they don’t understand what CPF is in fact... because they cannot work without the community, they will never get any information if they are not working hand in hand with the community”.

“and again the problem that we have in townships, I’m talking through this sector policing you can’t just have somebody from a section who doesn’t know anything about patrollers and make him a member of executive of CPF, how can I talk about CPF, where else I don’t know anything about patrol”.

“as long as SAPS members yi thi ngi sebenzela akhaya na bantwana nge ke yi be khona, ngi hambe no muntu ejaratini, bathi ngeneni ku qala, ba sebenzela ekaya, so ngeke yi

ba khona relationship if a ba yi yeki le attitude" (as long as the members of the service have that mentality that they work for their kids nothing will happen).

Even some community members are not willing to be involved in sector activities, but they only emerge when faced with a crime situation. The failure by some members of the patrol teams has a negative impact in the functioning of sectors.

"Is like Tshepo and Tlama-Tlama they don't patrol, because we have got no patrollers, and last week I got a report from other lady, she told me that they broke in her house, she is a tenant there" the participants further reiterated that *" but they don't want to join, they don't want to volunteer but when calling the meeting there at Tlama-tlama(name of one of the sections in Tembisa) they are not coming at the meeting, and when we are asking them to volunteer they don't want"*.

The appointment of sector commanders was aimed at improving the relationship between the police and the communities because they are expected to serve as a link. Another surprising thing is the fact that the pastors don't even know the faces of sector commanders representing their respective sectors.

"I think as pastors, I think we must have numbers of these guys, we don't know".

It appears that the relationship between the police and the communities in some of the sectors are at its lowest level, because the sector commanders who are supposed to be the ambassadors of the police in those communities are not known in those communities. For the successful implementation of sector policing the relationship among all the role players should be a healthy one.

The attitude of some senior members at station level makes it difficult for junior members to perform their work properly; this could be attributed to lack of understanding by certain officers. In actual fact some members of the service do not have the interest of the community at heart. Professionalism should be maintained at all times irrespective of the position that one occupies. The relationship at station level and the relationship between the members of the service and the community members seem to urgently need to be repaired.

The successes and the failures of sector policing appear to be linked to certain individuals or personalities. The participants were not pleased by the way how they are being treated by certain members of the service.

“It is a problem because if somebody may be like this guy, he loves the patrollers, the other one who will be deployed in his position won’t like the patrollers, he only help his SAPS members, that one, the person that I am talking about he was dedicated to the patrollers, to the community, to whoever”.

For sector policing to produce the required results, the relationship amongst stakeholders needs to be improved, as failure to do so would result in dire consequences. Therefore it is up to SAPS management to ensure that sector policing prevails.

4.2.7 Process of calling community members to attend meetings

Proper procedures should be followed when calling community meetings. Therefore it is necessary for every member of the community to attend sector meetings in their respective areas. Based on the information gathered, there is clearly a poor communication at station level: The following responses were recorded:

“I think the way they call meetings, you see a van going around, and haulier, meeting, meeting, you don’t know what is going to happen, there, tonight, tonight this time, 05h00 or tomorrow morning, something like that”

“like I said before the last meeting I attended was at the beginning of June, they couldn’t agree on a central point where to hold meetings, how do you, I’m talking last month, how on earth do you not agree on a meeting place”.

“those meetings are usually attended by the sector managers, because we cannot attend the meetings, because during that time our sectors might be in trouble, the sector manager is responsible to attend such meetings, but sometimes when we meet with the community members on the street, may be they tell you we are going to have a meeting on this specific date and time and can you please attend, we take the message to the sector manager that must attend a meeting on our behalf, then when he comes and gives us feedback”.

The participants were not happy at how sector meetings are being called, because meetings are only called when something has happened and very seldom. It appears meeting procedures are not well followed. Participants expressed differing views when it comes to the

attendance of meetings. It appears as if sector team members do not value attending meetings with the community as they think that it is the task of sector commanders. Furthermore they tried to justify their non attendance of sector meetings. Meeting attendance is the responsibility of all the role players. It should never be one sided.

It appears that sector meetings are not taken seriously by the sector commanders, as community members are not informed on time about such meetings and no agenda is provided. On the other hand sector commanders are claiming to attend many meetings.

Patrollers are of the opinion that some sector commanders do not take sector policing seriously. It appears the relationship between the sector managers and the communities they serve is not a healthy one. These could be viewed as a serious challenge because sector commanders are expected to be on the ground communicating with all the role players. This is a clear indication that sector commanders are not carrying out their responsibilities as required.

It appears the CPF members call meetings more regularly and communicate better than SAPS. Although their meetings are better communicated there are some elements of resistance in those communities. The following responses were recorded:

“okay, we call the meeting monthly...It is a broader forum, all stakeholders should come to that meeting”.

“We are engaging them, those indunas they got a problem, I want to form a sub forum inside, and they don’t want me to call them to be part of a sub forum”.

“Yes, but not all of them, some of the sections are difficult sections whereby there are different views ... as part of government failures by other departments is attributed to the police”.

It appears as if some community members are not participating in sector activities. Although sector meetings are called regularly, there are some elements of resistance among hostel dwellers. They are not willing to participate in sector activities and the reasons are known to them. Sector commanders experience difficulties when it comes to the proper way to handle different viewpoints raised during sector meetings.

It appears as though some of the chairpersons of these meetings do not feel sufficiently empowered to handle the conflicting opinions raised during meetings. This hampers the effective discussion of opposing issues and reaching consensus and resolution on these matters.

The Pastors shared an interesting observation because communities value meetings called by the councillor more than that one called by the South African Police Services.

“Because there will be issues to be dealt with, people will be willing to know from the councillor so they respond in numbers”.

It appears as if the participants are of the opinion that meetings called by the SAPS do not carry weight because the community members respond in numbers when called by the councillor. Meeting attendance appears to be a particular challenge in the successful implementation of sector policing, because individual members of the service who are entrusted with the responsibility to ensure that members of the community are properly informed about such meetings are not following the correct procedures. Some members of the service do not value such meetings; some do not see it as part of their work that is why community members accuse them of calling meetings when there are issues to be discussed and without the interest of the community at heart. This kind of attitude makes it difficult for the members of the community to take sector meetings seriously, because meetings are not well co-ordinated and not communicated on time. It appears as though they are not unwilling to participate in their meetings, but they are not well informed because the meetings are not well communicated. There is a clear indication that members of the public would be willing to attend these meetings, if arranged in the same manner as those called by the councillors.

4.2.8 Tensions within Tembisa around the problems created by non-South African citizens

A strained relationship between South Africans and non-South Africans exists in the Tembisa policing area. There is a general agreement amongst police participants and the CPF members because of the attitude displayed by different foreign nationals residing within sectors towards sector policing. Foreign nationals are seen as lacking interest in sector activities. The following responses were recorded:

“But sometimes you find that the majority of the people in the sector they are people from outside, when you tell these people about the meetings they don’t understand, they are the most problematic people meaning most of the time we serve the people from outside, our people the South Africans they are not the one”.

“We are having a big problem with the Somalis and those Pakistanis, when you see our station sometimes you will have the stats so big, so huge because of the cases that they are opening”.

“our problem is they can be robbed because they close very late, they are not closing in a normal time and even if you go there close them, when you go they will open because those guys they stay in the spaza shops, they do whatever in those shops, but now if they come rob them”.

“ they will come running and open a case, but when it comes to parades, if we get some of those gangs they don’t come, some even say their religion doesn’t allow them, but they open cases”.

The participants are also concerned about the negative attitude displayed by the foreign nationals by not participating in sector activities where they reside. The participants further reiterate that they become victims of their own course because of their failure to participate in sector activities and their failure to testify in court open to various forms of attacks by criminals.

Their failure to participate in sector activities work against them although it is the responsibility of a sector commander to ensure that all stake holders are made aware of the benefits of sector policing.

Lack of co-operation by foreign nationals could be attributed to the failure by the members of the service who are not communicating the message to those nationals. It is evident that they do not know anything about sector policing and the role they are expected to play, or they appear unwilling to participate. It would be difficult if not impossible for them to contribute towards the success of sector policing. Unless drastic steps are taken to ensure that all stakeholders are engaged properly, sector policing would not be able to be effectively implemented amongst all the stakeholders in Tembisa.

4.2.9 Challenges in the implementation of sector policing.

There were difficulties in the implementation of sector policing in Tembisa. The participants in their respective focus group interviews identified a number of challenges in the implementation of sector policing in Tembisa. The challenges can be grouped into categories, namely a lack of utility resources, which are often incorrectly managed, and the effective employment of human resources, as officers are sometimes not properly skilled, to

carry out the matters they are tasked with. There appears to be a shortage of resources like vehicles, hand radios and cell phones. The following responses were recorded:

“The problem is the allocation of sector vehicles, and these vehicles which were allocated to us but totally we don’t have control over them. You can be called while attending your sector meeting, on a site visit, checking your hot spot, bring that vehicle we want to use it, ... that thing is not seen as an important thing”.

“... no place to sit in the car because is full, we are suppose to stand in the truck the whole day, is better... they must organise”.

“I think the meetings needs to be clearly communicated and the meeting somehow needs to be formalised, so that you know even if you got other commitments, you know on such a such a day at such a such a time, at such and such a place, there is a meeting”.

“if the police can plan properly, they can be able to arrest them, now they are free and they can do as they wish and nothing is happening, police are passing there almost every day, no action is taken, what else could be done”.

“another problem is sector policing, team members you may find that now I’m in sector 5 tomorrow I’m changed working in sector 10 the other day, I’m changed from one sector to the other, so that one is a problem there must be a specific person working at a specific sector”.

It seems as if the basic needs for the implementations of sector policing are not taken care of, because for the success of sector policing it is absolutely vital for such requirements to be made available. The participants also identified other challenges that they are faced with, namely; the victim centre manned by volunteers, shortage of office space, shortage of office equipment, for example computers, photocopy and fax machines. The participants further highlighted the problem of poor infrastructure in the area, for example no street lights, poor roads and houses without numbers. The above sentiments are supported by the patrollers who were not entirely happy with the way they were provided with resources.

The participants mentioned serious shortcomings when it comes to the attendance of sector meetings, because the members of the community are not properly informed about such meetings. That is why they requested such meetings to be formalised, so that they may be informed in advance about the agenda of such meetings and they may avail themselves. The participants emphasized the need for them to participate in sector meetings to share their views. It is important to formalise sector meetings in order to encourage stakeholders to participate in sector meetings in support of sector policing.

The sector team members who are deployed on the ground are rotated all the time and that makes it difficult for them to get to know the community members in their respective sectors. The tension between the police and the patrollers is the result of the failure by the service to acknowledge and recognise the work of the patrollers and the fact that the police get all the credit.

The sector commanders are not happy about the way the station management treats them, because they only receive directives on how to do their work. This kind of an approach makes it difficult for them to carry out their responsibilities to the best of their abilities. From the above sentiments by the sector commanders it is clear that the management is inflexible in their approach and their understanding of sector policing is regarded as the only way to go. This is a clear indication of the fact that sector commanders are not afforded an opportunity to display their abilities in managing their sectors.

Without basic resources required for the implementation of sector policing, it would be impossible for sector policing to run smoothly. Failure by the management of the South African Police Service to provide some of these basic things makes it difficult for members to execute their responsibilities as required. There is a need for a proper assessment in terms of resources and manpower required for sector policing to run at station level. Without the allocation of the required resources to support the implementation of sector policing, this strategy would remain a fantasy. It is the prerogative of management to ensure that all sectors are up and running, so it is necessary for them to deploy members on the ground within sectors on daily basis. It is also necessary to have members on the ground within sectors to ensure that they form strong partnerships with various communities.

4.2.10 The impact of sector policing on crime reduction.

The influence of the introduction of sector policing in Tembisa had either negative or positive consequences. The participants were asked what impact they think sector policing has on the ground level in terms of crime reduction and partnership with the community. It has distinctly emerged from interviews that the participants reacted with mixed feelings. The following responses were recorded:

“yes, 100%”.

“Ja, (in some areas) ku manye a ma areas, crime is down because if you meet them once a month or twice a month everything goes smooth, (it is not like before) ngoba I don’t think ku thi manje ku sa fana na ku qala ma ku enzeke erape, if there is something about that section, we call a street rep, we call that person, come here, we hear one, two, three, that street rep can identify what happen in that section”.

“I would say we still experiencing the same problems in my section, not necessarily the sector per se, Tshepo, there was a time earlier this year, where we had a string of burglaries and the cars were broken into and in one week, when we woke up in one day, about six cars in one street, had no wheels”.

It appears that there are still some glitches here and there, but there is a room for improvement. Because of the progress that is being made concerning sector policing, there is a positive sign emerging, although not everyone is happy about it. In areas where patrollers are visible, there are more positives than negatives. In areas where community members are not involved in sector policing, there is much room for improvement.

4.2.11 Suggestions on improving sector policing in Tembisa

Advices on how to identify, develop, and communicate a positive image for the implementation of sector policing is necessary. That is why it is important to improve the way in which sector policing works in the fight against crime reduction. The participants suggested a number of ways in which sector policing could be improved. The following responses were recorded:

“The main issue here, I think we need more members, especially Tembisa, if we can have our own members to work at sectors, make sure that at sectors two vehicles at all times, that one will help”.

“May be this sector commander can get more powers so that they may commander sectors properly, like high authorities may be captains be commanders”.

“and another thing may be you can encourage the sector managers, they must just get benefits, it seems as if no one want to be a sector manager, some of the allowances are cut off and really the one who are having a sector manager, they are negative in the way that the station commander cannot get the true reflection of what is going on outside and if he can just motivate the sector managers to get benefits”.

“Firstly, I would make sure that the police, the once that we mentioned here understand CPF, I will give myself time to engage them to understand that, what is a CPF, I’m mentioning those we mentioned to you the lower ranks”.

“... the station must have what we call substitute vehicle that are staying here for backups”.

“to accelerate the formation of sector committees in conjunction with the sector manager and he can divide in conjunction with that committee of that particular sector, to say we’ll talk peace and there are the people responsible for that place and an overall responsible”.

“It is very, very simple because we are the community, we have SAPS here, we can form partnership, we make sure that the community members, are not fearing the police and the police are not fearing the community, the only people who can break trust are the patrollers, who can break trust within the community”.

It is therefore crucial to ensure that the functioning of sector policing is improved. A number of initiatives were identified, including the introduction of a reward system, as such may enhance the performance of members and in the process sector policing would benefit. The participants further mentioned something interesting, namely the need for members who are part of the implementation of sector policing to understand the role to be played by the CPF.

Furthermore, they identified a need to deploy two vehicles within sectors all the time, and the need for the formation of sector committees to ensure that the relation among stakeholders is strengthened. Unless drastic steps are taken, sector policing will remain a pipe dream. All stakeholders should be sensitized regarding the importance of the roles they are expected to play. No role players should be viewed as junior partners in the implementation of sector policing. The responsibilities of all role players should be clearly outlined, for them to better understand what is expected of them.

4.2.12 Motivation/rewards systems

Motivation/rewards refer to the methods that should be employed to benefit the members to reward them in return for their service other than their monthly salary. The sector team members emphasised the importance of motivating members in one way or another.

“We had a meeting with general, no Brigadier he was just informing us about the dropping of crime in Tembisa and then for that he promised to slaughter to give us to

braai for us". Tembisa we are working hard, you find that at the end of the year, there is a year function and is time for year function, they just top management, like colonel and others, I don't know who they are they just plan the year function to be held in Boksburg cannot come to Tembisa to the end year function, you find that they are just going there alone, and most of the people who have work tirelessly".

It appears that members believe that it is important to reward hard working members as a form of a gesture. Any form of reward would be appreciated by the members. The impression is whether a member has performed well or not, nothing comes out of it. Their efforts and hard work are never recognised, not even a word is given to compliment them.

4.2.13 The benefits of sector policing

The benefits of sector policing refer to the gains of sector policing. The participants identified that the time reaction has improved, crime is under control and improved police community relations as the benefits.

Failure by a small percentage of participants to respond positively to the benefits of sector policing appears to be the result of the way sector policing is implemented at Tembisa. The participants are still in the dark about the benefits of sector policing, because different role players do not know what is expected of them. The following responses were recorded:

"Mangweni here and Emoyeni houses are stopping there is a railway, people are walking there going to the station, they are being robbed there".

"I think for us, safe community that is all".

Most of the participants did not comment on the question. Their failure to respond creates a negative picture about sector policing. Their failure to identify the benefits of sector policing is an indication that sector policing is not yielding the intended results. One of the main aims of sector policing is to form a solid partnership with the communities. As a result of such a partnership, both the police and the community would work together in the fight against crime. In light of the responses provided by the participants, it is significant that sector policing is not yielding the expected results. Some participants are completely dissatisfied, because nothing is happening in their sectors. It is astonishing that the members of the CPF did not even utter a word concerning the benefits of sector policing in their areas, but the patrollers are satisfied.

The patrollers are the only section of participants who responded positively. Their response could be attributed to the hard work that they put into their respective sectors. In simple terms, there is still much which needs to be done to ensure that sector policing yields the required results; that are to reduce crime.

There are positive indications within sections where sector policing is taken seriously that the members of the community are benefiting, but there are still numerous challenges in some of the areas as the current fruits of sector policing are insignificant. Although there are differing views by the participants, it is significant that because of the sector vehicles and officers posted within the sectors, time reaction has improved, crime is under control and police community relations has improved. It is much easier for the members of the community to participate in sector activities and provide the police with information without fear.

4.3 Summary

This chapter provided the presentation, analysis and integration of the focus group interviews. The participants' responses during the focus group interviews were presented and discussed by means of themes and sub-categories to explore the outcomes of such interviews. An explanation of each theme and sub-category further provided a clear understanding of the themes and their sub-categories. In addition, the participants' responses to the questions were augmented by direct verbatim reflections from the respondents.

CHAPTER 5

INTERPRETATION OF FINDINGS

5.1 Introduction

The researcher interpreted the findings of the analysis, reporting them in such a way that others would be able to make sense of the results. The interpretation of the data will focus on providing clear explanations and, where applicable, recommend actions based on the data and its analysis.

At the outset an overview of each theme and subcategories is presented which is emphasised and complemented with literature sources, as well as other relevant policy documents.

5.2 Overview of evolving themes and subcategories

The themes which emerged from the data analysis are as follows: the general understanding of the participants of the concept of sector policing, how the members were consulted during the introduction of sector policing, communication and police visibility in the area. The identification of the role players and their responsibilities, the relationship between the members of the service and the community in the implementation of sector policing were also part of the themes. The process of calling community meetings, the role played by foreign nationals, challenges faced by the members during the implementation process, the impact of sector policing on crime reduction, ways to improve sector policing, and the benefits of sector policing constitute the rest of the chapter.

5.2.1 The general understanding of the concept of sector policing.

New initiatives cause difficulties and confusion if not properly understood by the affected parties. This theme does not surprise, because all parties involved are expected to understand the concept 'sector policing' before the implementation process. It is the responsibility of management to ensure that role players are empowered with sufficient knowledge of such an initiative. If role players are not well empowered, confusion and insecurity may prevail, and it would be difficult, if not impossible to trounce. Therefore it is expected that role players should be familiar with the implementation process. From the participants' perceptions as presented and discussed in chapter 4, all participants have a common understanding of the concept of sector policing. They all explain sector policing as the division of a police station area into smaller manageable sections with the aim of improving police community relations.

The literature review on the concept of sector policing as presented in chapter 1, describes it as a division of a station area and the appointment of a police official to serve on a fulltime basis to assist the community in dealing with the root causes of crime. The National Instruction 3/2003, as presented in paragraph 1.6.2, further explains that after the area was divided, the sector commander would work with the community to deal with the root causes of crime. Maroga (2004), as discussed in paragraph 1.6.2, elucidates sector policing as the demarcation of an area and the assignment of police officers on a fulltime basis within those sectors. In support of Maroga, Stanko (1995), as presented in paragraph 2.2.1.2, emphasises the importance of the formation of sector crime forums at local level to strengthen police community relations.

This theme is valued as important, because the basic understanding of sector policing is necessary for it to be well implemented. All role players should be provided with basic knowledge of sector policing. From the participants' understanding of the concept of sector policing as discussed in chapter 4, it appears that all the participants concur that a bigger area is divided into smaller areas for it to be well managed with the aim to improve police community relations. Any change in organisational set up will put strain to the organisation and all its employees, therefore it is necessary to empower all affected members before such a project is undertaken. Failure to empower all affected parties could result in members' dissatisfaction and diminish organisational commitment. It appears that the SAPS management has given an explanation of what sector policing is to all affected parties. Therefore, it appears that the participants understood what sector policing is all about and credit should be given to SAPS management for their efforts.

Although organisational transformation is a difficult phase, the SAPS management has taken adequate action to explain to the affected parties how sector policing should work. It follows that they focused much on explaining how sector policing should be before its actual implementation. However, their explanation does not mean that they outlined everything concerning the implementation process. Therefore it is necessary to ensure that the whole implementation process is explained to the satisfaction of all the affected parties.

This theme dealt with the general understanding of the concept of sector policing and it will be followed by the way the role players communicated with each other and the police visibility within the sectors.

5.2.2 Communication and Visibility.

For successful organisational change, endeavours are described by transparency, good communication and proper consultation. As a result, in this theme participants provided in-depth information how they would have liked the communication and the police visibility to have taken place during the implementation of sector policing. The way the message is being communicated to the role players and the police visibility is one of the key ingredients for the successful implementation of sector policing. From the participants' perceptions as presented

and discussed in chapter 4, the participants are pleased with the presence of the police within the sectors and the way the information is transferred to the role players.

The literature review on the objectives and principles of sector policing as presented and discussed in chapter 3, outlines how all the role players in the implementation of sector policing should partake and add value in one way or another. It further indicated that the police should move closer to the community. The Draft Guidelines for local sector policing role players as discussed in paragraph 2.3.1 further indicates that all the role players should take ownership of this sector policing by participating in sector activities like patrol groups, block watch and street committees to safe guard their area. Huisamen (2005) as discussed in paragraph 2.3.1.2 stresses the importance of sector meetings, sharing of information and a need to forge a formidable partnership with all the role players. He further explains the importance of identifying crime challenges and addresses them. In support of the above sentiments Maroga (2004), points out that the policy behind the implementation of sector policing is to take advantage of police visibility and liability at station level.

A firsthand account was obtained from the members on the ground and the preferred manner they would have welcomed the communication and the police visibility to have taken place. From the participants' perception as presented in chapter 4, it appears that the participants are satisfied with the way they communicate with the police and their presence among them, although there are some challenges here and there. Failure to communicate with the affected parties could have resulted in dire consequences.

It appears that the SAPS management has communicated the implementation of sector policing to the role players, and as a result the presence of the police on the ground was acknowledged by the participants. However, the failure by the sector commanders to call monthly meetings has a negative impact in the functioning of sector policing. It follows that communication is a useful tool to get things done; therefore this would serve as a lesson to management in ensuring that all the affected parties receive the information on time. It follows that the SAPS management should have drawn up a clear communication plan and well-orchestrated method to accommodate all role players. As a result, the role players did not buy into the process and take ownership of the implementation of sector policing. Consequently, the implementation of sector policing was, to a great extent, negatively affected, since the management failed to effectively communicate every step of the implementation process to all role players. They also neglected to appropriately execute the process while keeping the feelings of the members and other role players.

This theme concentrated on communication and visibility and the next one will deal with confusion and uncertainty amongst role players during the implementation process.

5.2.3 Confusion and uncertainty during the implementation of sector policing.

Failure to understand the implementation of an initiative could be attributed to various reasons. Sometimes such a deficiency could result in dire consequences. In general when a new project is undertaken and role players not well consulted, uncertainty and confusion is set to reign. When sector policing was introduced in Tembisa, participants were confused because they did not know what the future holds for them. They were used to old methods of policing whereby the police patrol the whole area. It seems the person assigned with the responsibility to ensure that everyone involved is familiarised with the implementation process has failed to carry out the mandate successfully. As a result the role players were found confused and wanting.

The literature review on restructuring an organisation as presented in paragraph 2.2.1.1 is very clear, because it points to the reasons why the participants were not able to flow with the implementation process. It follows that they were not entirely satisfied because they were confused with the whole exercise. Rauch and Dixon (2004), as discussed in paragraph 2.2.1.1, have indicated that sector policing was not welcomed, because it challenged basic policing principles. In support of the above comments, Kappeler and Gaines (2009), as presented in paragraph 2.2.1.5, emphasise that there are differing reasons why the participants were not willing to accept sector policing. One of those reasons is that they did not know what the future holds for them.

This theme is very important, because it deals with the fundamental reasons why sector policing was not entirely accepted. Where there is confusion and uncertainty, there is no progress. From the participants' responses as discussed in chapter 4, it appears that the participants were faced with a very serious dilemma because they did not understand what was going on and they were not certain about their future. They further perceived the implementation of sector policing as a process characterised by confusion, uncertainty and lack of consultation. The above sentiments are in sharp contrast with the goals and principles of sector policing as discussed in paragraph 3.4., whereby it is clearly stated that sector policing should be created in an acceptable way or else it would be discarded. Such differences are as a result of the SAPS' failure to fully explain what the future holds for the role players. As a result, the participants were not entirely satisfied with the implementation of sector policing. In paragraph 4.2.3 one participant commented that the implementation of sector policing was confusing.

A major concern is that the implementation process was not clearly articulated, since management did not clearly divulge the actual implementation process to them. Participants furthermore came to the conclusion that sector policing was not carefully implemented, and therefore gave rise to uncertainties. In actual fact the participants found that implementation of sector policing be confusing and inflexible, even the sector commanders were not told what to do. In paragraph 4.2.3 they also indicated that they did not understand what sector policing is and they were not sure what is expected of them. Participants were not given a platform to apply their own discretion in order to obtain better understanding of the

implementation process. Consequently, participants raised their uncertainties about the degree to which sector policing was being implemented. As a result, the lack of communication and consultation created doubt and uncertainty among role players. In actual fact, if the sector commander who are supposed to be the custodian of the initiative are confused, what about the other role players. The participants viewed the implementation of sector policing as a top down one sided affair. In actual fact, the management did not realise the importance of communicating the implementation process and as a result the role players felt neglected.

For an initiative such as sector policing to be successfully implemented, necessary care should have been taken by communicating it thoroughly. However, the implementation of sector policing was deemed a process not categorised by these important characteristics. The SAPS management should have implemented sector policing with the necessary care towards its members and other role players and also with adequate consultative communication. In this way insecurity that happened among participants could have been overcome. The failure of the management to adhere to these practices was a significant drawback to the successful implementation of sector policing. Therefore a clear communication plan should have been developed to accommodate all the role players.

This theme dealt with confusion and uncertainties among role players and it will be followed by the way how consultation was done by the SAPS management.

5.2.4 Consultation.

Normally consultation is a two-way exchange between two parties that involves the sharing of information, giving affected parties reasonable opportunity to express their views and taking such views into account. Basically this theme is necessary in ensuring that all the role players are made aware of what is expected of them and that their concerns are addressed before the actual implementation takes place.

Consultation takes different forms like information sessions, but in this instance the process was not as smooth as it was supposed to be, because the participants were not entirely satisfied with it. From the participants' perceptions as presented and discussed in chapter 4, not all the participants were consulted. There were some disagreements on how they were supposed to have been consulted. Some were not consulted at all, some did not know whether consultation did take place and some were consulted.

The literature review on the origins of community policing in South Africa as presented in chapter 3, outlines the principle of working partnerships and interpersonal contact to improve community policing. Such a move was done to rebuild the police - community relations. The National Instruction 3/2003 was very clear that problem solving initiatives should be based on a consultative approach. Maroga (2003), as discussed in paragraph 3.6, further explains that everyone should be given a platform to express their point of view. Such a move would

enhance a consultative approach as a sector policing principle. In support of Maroga, Dixon (2007), as presented in paragraph 2.2.1.5, emphasises the necessity for community consultation.

Consultation is one of the fundamental themes for the proper implementation of sector policing. In terms of sector policing principles, all role players were supposed to be adequately consulted, but in this instance it happened otherwise. It follows that there was minimal consultation. Therefore it was important for all the affected parties to be provided with a platform to share their views about the implementation of sector policing. There was a clear contradiction among the affected role players, because some were saying they were consulted, whereas some were not sure and some were consulted. Such differing views are a clear indication that the consultation process was flawed. This was a mistake on the part of the SAPS, because they failed in their legal mandate to make all the affected parties understand their roles and responsibilities during the implementation of sector policing. The lack of adequate engagement had serious consequences for the implementation of sector policing, because it affected the members' commitment and work satisfaction. This type of approach by whoever who was assigned with the responsibility to implement sector policing does not bode well for its successful implementation.

The failure by the SAPS management to consult the affected parties concerning the implementation of sector policing constituted a critical breakdown in the process. It follows that the management focussed on the implementation process and their ignorance created fears and uncertainty in the minds of the affected parties. As a result, the participants did not have adequate knowledge and motivation to implement something they did not understand. The consultation and communication of any initiative prior to its implementation is a necessity for such to succeed. Consequently, the implementation of sector policing was, to a great extent, negatively affected, since the management failed to effectively consult prior to the implementation to all role players, and also neglected to appropriately execute the process while keeping in mind the feelings of the affected parties. Therefore that kind of approach created a huge problem for all the role players. The SAPS should have implemented this process with the necessary sensitivity towards the role players in a steady, clear and understandable way, and also with ample consultative communication. In this way any uncertainty could have been overcome. The failure by the SAPS management to abide by the principles of sector policing created a huge setback for the successful implementation of sector policing.

This theme concentrated on the way the role players were consulted during the implementation of sector policing and it will be followed by the role players and their responsibilities in that process.

5.2.5 Role players and their respective responsibilities

In implementing sector policing, the roles of all the affected parties should clearly be defined for the sake of good progress. If such roles and responsibilities are not openly stated, it would be difficult for them to play a meaningful role. Such a process should be formalised through the process of consultation as outlined in the implementation guidelines. Therefore it is of the utmost important to lay the ground rules, and such a move could assist during the monitoring phase. In this instance there was poor co-operation amongst the role players, which follows that they were not well briefed about their responsibilities. As a result there is an unhealthy relationship amongst them.

The literature review on the guidelines for local sector policing role players as presented in chapter 2 outlines what is expected from all the role players that are to actively participate in sector activities. The document on the Review of the Sector Policing (2011), as presented in paragraph 2.3.1, clearly states the functions of the role players are the reporting of crime, marking of properties and the improvement of home security. Maroga (2004), as discussed in paragraph 2.3.1.2, specifically identifies the responsibilities of the sector commanders that have to do with the functioning of the sectors, as well as interacting with the communities. In support of Maroga, The National Instruction (2003), as presented in paragraph 2.3.1.2 points out the functions of the sector commanders. It further emphasises that the sector commanders will liaise with all the role players.

This theme deals with the day- to- day functioning of the sectors, because the responsibilities of various role players are identified and explained. Such an exercise is required for successful implementation of sector policing, because all role players are made aware of what is expected of them. From the participants' perceptions, as discussed in chapter 4, there is a sharp contrast in their responses. It is evident that those partnerships, interactions and working relationships among role players were non-existent during the implementation of sector policing. Therefore it is highly significant that there is poor co-operation amongst role players and there is a strong indication that they were never brought together in one room to have an input on how to implement sector policing. They should have been brought together during the consultation phase for a briefing session. Although some of the role players were brought up to speed with the process, it is unreasonable to those who were not sure of what is going on in their environments. Even the sector commanders who are supposed to be in the forefront of the implementation found themselves wanting. This kind of an approach is one of the reasons why sector policing is not well implemented. It appears that there is an unhealthy working relationship amongst role players, not because they do not want to be active participants, but they are confused and do not know what is expected of them. As a result, partnerships among role players are significantly damaged; therefore these role players function independent of each other.

For organisational transformation to be successful, internal organisational challenges should be adequately dealt with (Van Graan, 2008). However, the SAPS management failed to a

great extent to maintain and foster cooperative relationships among role players before the implementation process took place. The SAPS management has neglected to create a platform to address the participants' challenges. In other words, they focussed exclusively on the implementation process, while ignoring the internal consequences and feelings of the role players. As a result, sector commanders did not have the necessary motivation and self esteem to overcome the internal challenges, thus complicating the impact of this process. Without a positive mind set, the role players would not be able to perform to the required standard and their failure to perform would reflect negatively in the process. However, the SAPS management allowed the morale of the role players to decline, since the organisation did not bother to engage them. It follows that role players did not have adequate moral support from the SAPS management. As a result these members could not perform their work to the best possible standard, and it impacted negatively on the implementation of sector policing. It is imperative for the management to communicate its vision to all the role players.

This theme dealt with the roles and responsibilities of the role players and it will be followed by the relationship of members at station level.

5.2.6 The relationship at station level.

A good working relationship among members is crucial for the implementation of sector policing. If all role players relate very well, the implementation process would be a smooth exercise. Such a relationship should develop quickly in order to allow trust and collaboration amongst the role players. In order to build effective working relationships, role players should engage appropriately. From the participants' perceptions as presented and discussed in chapter 4, the relationship and internal co-operation at different levels at the station is inconsistent.

The literature review on steps to be followed in implementing local role players within a sector as presented in chapter 2, emphasises the need for all role players to work together when dealing with crime issues. Huisamen (2005), as presented in paragraph 2.3.1.2, stresses the importance of identifying crime related challenges and addressing them jointly. The National Instruction 3/2009, as discussed in paragraph 2.5, expresses a need for the enhancement of community involvement in sector policing activities. In support of the National Instruction 3/2009, Stipak (1995), emphasizes a need to promote joint responsibility of all the role players in support of community policing.

Cooperation amongst role players at station level is vital in the implementation of sector policing to ensure that all play their parts. A healthy working relationship creates an environment for success. From the participants' responses concerning their relationship at station level as discussed in chapter 4, it appears that the relationship at station level is unhealthy. It is clear that the participants did not understand what is expected of them. This

implies that the implementation of sector policing was unclear and as a result it was difficult for the role players to become involved. Although some of the participants indicated that a relationship exists, it is not convincing. It is difficult for some of the members to direct sector policing initiatives due to some resistance from their seniors. As a result, the implementation of sector policing had to a great extent been negatively affected as the management of the SAPS neglected to consult and communicate with the role players about the process.

For an organisational transformation to be victorious, internal organisational challenges should be dealt with adequately. However, the SAPS failed to a large extent to maintain and promote cooperative behaviour amongst the role players during the implementation. In addition, the SAPS had no clear implementation plan with strict rules to address the challenges faced by the role players. Hopefully the SAPS management would learn a lesson from this exercise. Whoever is appointed to a specific position irrespective of their rank should be given space to carry out their duties without hindrance. Therefore all the role players need to be sensitized about the importance of a good working relationship at workplace. Such a move would bring about success.

This theme concentrated on the relationship of members at station level and it is followed by the process of calling community members to attend sector meetings.

5.2.7 Process of calling community members to attend meetings

In order to participate in sector activities, role players should come together in a form of a meeting to address issues. There is a set of rules which applies to holding meetings. A meeting is a platform where all the role players should share their views. No rules are perfect, but basic meeting procedures should be adhered to and the same rules are appropriate to all organisations. From the participants' perception as presented and discussed in chapter 4, the participants are not satisfied with the manner in which meetings are called. It appears that those delegated with that responsibility are not empowered to handle meetings. That is why they even fail to advise the role players about the meeting appropriately.

The literature review on the implementation phases of sector policing as presented in chapter 2, explains when, and who should convene sector meetings to address crime issues in their sectors. Huisamen (2005), as discussed in paragraph 2.3.1.2 identifies various role players who should participate in sector meetings to discuss crime issues and find solutions. In support of Huisamen, Maroga (2004), as presented in paragraph 2.3.1.2 emphasizes a need for monthly meetings where crime related issues are discussed. The National Instruction (3/2003) is explicit that sector commanders are assigned with the responsibility to ensure that meetings are organised by the role players to ensure that everything goes according to the plans.

Meeting procedures should be adhered to whenever a meeting of role players is called. The Pastors shared an interesting observation that communities value meetings called by the councillors more than those called by the South African Police Services. It appears the participants are of the opinion that meetings called by the SAPS do not carry weight because the community members respond in numbers when called by the councillors, but not by the SAPS. Meeting attendance appears to be a particular challenge in the successful implementation of sector policing, because individual members of the service who are commended with the responsibility to ensure that members of the community are properly informed about such meetings are not following the correct procedures. Even sector team members do not value such meetings as some do not see it as part of their work. That may be the reason why community members accuse them of calling meetings when there are issues to be discussed and without the interest of the community at heart. This kind of attitude makes it difficult for the members of the community to take their meetings seriously, because meetings are not well co-ordinated and not communicated on time. It seems as if they are not unwilling to participate in their meetings but they are not well informed because the meetings are not well communicated. There is a clear indication that members of the public would be willing to attend these meetings, if arranged in the same manner as those called by the councillors. There is a clear indication that meeting procedures are not followed, as a result it affects the attendance of meetings by the role players. Such a misunderstanding is because of the managements' failure to properly educate role players about the importance of meeting attendance.

Therefore it is the responsibility of the SAPS management to ensure that sector commanders are made familiar with general meeting procedures. Their failure to empower its members on handling meetings has affected the implementation of sector policing. The SAPS management have failed in their legal obligation to ensure that sector meetings address the challenges faced by the communities. The failure of the role players to actively participate in sector activities should be placed solely in the hands of management. This will serve as a lesson to the SAPS, because when a new initiative is implemented all the challenges need to be dealt with before the actual implementation takes effect. But in this instance it appears that basic things were neglected and as a result the implementation of sector policing suffered a serious setback.

5.3 Lessons learned from the United Kingdom sector policing.

Sector policing ceased to exist in the United Kingdom in the early 1990's because of various reasons. There was no consistent substantiation of changes in police system because of the introduction of sector policing. Even the public perception about the police did not change due to the introduction of this initiative (Dixon and Rauch 2007). Furthermore they identified the following lessons to be learned:

- ✓ Challenges in demarcating sectors, community buy-ins and ensuring that communities are well consulted.

- ✓ Not enough resources and poor communication from the senior officers made it difficult for sector policing to prevail.
- ✓ Sector policing was ostracised by the officers on the ground because it goes against their core beliefs, values and practices.
- ✓ During the actual implementation of sector policing, focus was still placed in dealing with the traditional priorities of crime fighting and incident response.

The introduction of sector policing in South Africa was necessary in the sense that there was a need for the police to move away from the old form of policing. It was in line with the thinking of the new democratic dispensation because in the past the police were seen as enemy number one in the black communities. Unlike in the UK it was gradually accepted as the best possible solution that could improve the relationship between the police and the communities.

In the beginning it was not well received, because the officers on the ground were not sure of what the future holds for them. Surely but slowly they regained confidence because the community responded positively to their call. In the United Kingdom it was not supported at all by the officers on the ground that is why it collapsed. The main challenge that faced the South African version was the failure by management, which resulted in slow rolling out because members were not sure what were expected from them. Sector policing was well received in South Africa because the relationship between the police and the community which was damaged long time ago has been repaired. The confidence in police work is improving, even the community started acknowledging the police visibility. For sector policing to yield the intended results it is necessary for the police management to identify the present challenges facing sector policing. Sector policing in South Africa was introduced with the aim of bringing about the police and the community towards each other, to build and maintain a relationship of trust and common understanding in the fight against crime.

5.4 SUMMARY.

This chapter interpreted the findings and measured the evolving themes. In addition, literature in support of each theme and subcategories were also presented to emphasise the significance of those identified themes. Furthermore, the general understanding of sector policing and the lessons which could be learnt from that was explained. Poor communication, uncertainties, poor communication and unhealthy relations were presented, to draw attention to the implementation of sector policing, as well as to enrich the explanation of the findings. Additionally, the process of calling sector meetings was explained to draw a holistic interpretation of findings.

CHAPTER 6

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter provides a summary of the dissertation from chapter 1 to chapter 6, after which the interpretations made in chapter 5 are examined, and conclusions drawn. Recommendations are made based on the findings of the identified themes, in order to address the impact of the implementation of sector policing. Hoping that the SAPS management would commit themselves to the recommendations presented in this chapter, such a move would enhance the implementation of sector policing in Tembisa.

6.2 Summary

Chapter 1 commenced with an introduction to the rationale for the research that was undertaken namely, to evaluate the implementation of sector policing in Tembisa. A background to the study was relayed. A problem statement was provided, in explaining the purpose and the importance of this study. The presentation of the research aims and objectives followed, that provided the aspirations and rationale, as well as a clear and unambiguous summary of the research objectives. The aim of the study is to evaluate the implementation of sector policing in Tembisa. Attention was drawn to the value of this research and its results. Consequently, key theoretical concepts fundamental to this study were defined to provide a common understanding of their meaning in it. Moreover, the demarcation of the field of study focused on how it was narrowed in scope. Subsequently, the research methodology was presented and discussed, which clarified the particular steps that were taken to address the research problem, namely whether the implementation of sector policing was implemented according to the set guidelines and procedures. A qualitative methodology was followed because the research is exploratory and descriptive in nature. The target population of this study was police officers stationed at Tembisa SAPS, members of the sector crime forums and community members. The methods to ensure validity and reliability, as well as ethical considerations were also covered.

Chapter 2 presented a comprehensive overview of the origins of sector policing and its regulatory framework in South Africa. A discussion of a variety of authors' views on the topic provided a detailed perspective on the origins of sector policing. The focus of this chapter was on the origins of sector policing in the United Kingdom and the London experience. Illustrations of the Regulatory Framework of sector policing in South Africa were furthermore presented, to identify which documents served as a guideline in the implementation of sector policing.

Chapter 3 provided a holistic literature review of existing publications on the evolution of sector policing in South Africa that was researched, to present the knowledge base upon which the study was built. The viewpoints of a wide variety of authors on the origins of sector policing were discussed. Goals and principles of community policing were discussed to place the current study within the conceptual and theoretical perspective, as well as to obtain an in-depth understanding of this topic. In support of the literature review, an overview of the emergent themes was also presented and discussed. Additionally, the objectives and the principles of sector policing were presented, as well as the similarities and differences of sector policing and community policing. The chapter concludes with the challenges of the implementation of sector policing.

The aim of the analysis presented in chapter 4 was to understand the various data obtained, through an analysis of the relationship between concepts, constructs, and variables, to identify and also isolate patterns and trends, as well as to establish themes and subcategories that emerged in the data. The data collected were described and illustrated by means of focus group interviews with the members and other role players in the implementation of sector policing. The following categories of participants were represented in the study: members of the service, CPF members, pastors and patrol commanders. Questions relevant to the objectives of the study were asked. Each theme was initiated with an explanation, which was further enriched by direct verbatim reflections of the participants' responses. The chapter concluded with critical reflection on the themes and subcategories that rounded off each of these themes.

In chapter 5, the results of the analysis presented in chapter 4 were interpreted and measured against the comprehensive body of literature as presented and discussed in chapters 2 and 3. The structure of this chapter was based on the identified emergent themes and their subcategories. These themes were: the general understanding of sector policing, communication and visibility, confusion and uncertainty during the implementation of sector policing in Tembisa, consultation, role players and responsibilities, the relationship at station level and process of calling community members to attend sector meetings

An overview of each theme was presented, which was supported by the inclusion of various literature sources, as presented in chapters 2 and 3, to emphasise the significance of these themes in the implementation of sector policing. The chapter then concluded with the perspectives of participants from the focus group interviews that were integrated to form a comprehensive interpretation of the findings. Lastly, the impact of each of these themes in the implementation of sector policing was revealed, to round off the holistic findings of the interpretations.

6.3 Recommendations emanating from the findings

The findings made in this study necessitate recommendations how the implementation of sector policing should be improved. The recommendations are based on the responses received from the participants in their respective focus group interviews, and the lessons learnt from the failed attempt in the UK to implement sector policing. These are directed at how sector policing should be approached, implemented and followed through, as indicated in the figure below:

Figure. 6.1 Break down structure (Recommendations)

6.3.1 Buy-in.

The preliminary implementation of sector policing started when there was no trust between the police and the communities. The implementation of this initiative was aimed at creating a sustainable relationship between the police and various communities in the fight against crime. The implementation of sector policing, should, however, be realistic and structured according to the requirements of such a process. Such a process should involve all the role players to ensure that it prevails. As a result, the failure to fully consult all the role players left a noticeable void in the process. Therefore it is recommended that a thorough consultative process should be followed to ensure that all the role players understand what is expected of them.

6.3.1.1 Creation of a viable relationship with stake holders.

Sector policing was identified as an initiative which could improve police community relations in the fight against crime. However, it is fundamental for the SAPS to engage well with all the role players for it to be well implemented. It is imperative to ensure that role players realise the necessity of such an initiative to be embraced by them. As a result, it is critical that the implementation of sector policing should be communicated to all the role players. When role players do not understand sector policing, they may regard the importance of such a process to be speculative.

As a result, it is recommended for the SAPS to focus on the rationale behind the implementation of sector policing. Moreover, the SAPS management should put more effort into the implementation process because change takes time and dedication. Therefore it is necessary to create and maintain open dialogue with role players as they come to understand sector policing. It is vital to have a credible strategy that would impress all the role players.

Moreover, sector policing in its entirety should be understood, as well as the policing tactics that go with it. As a result, such an understanding by the role players would benefit sector policing. Furthermore, information concerning sector policing must be communicated timeously, to prepare all the role players. The outcomes of this research indicate that the management of the SAPS did explain that sector policing has to do with the demarcation of sectors and the assignment of officers within those sectors. That explanation means that members were empowered with the knowledge how to implement sector policing. As a result, these members did not understand the motivation behind the implementation of sector policing, which in turn created pessimism amongst the role players.

In order to accomplish the desired results, the SAPS management should take ownership of the implementation process, by ensuring that it is transparent and all the role players are empowered with the required knowledge. The SAPS should clearly explain the reasons behind the implementation of sector policing. It is crucial that during the implementation process all the directives should be adhered to and it should be clearly communicated to all the role players. Such directives should be realistic and cater for unforeseen circumstances in addressing the challenges facing the role players.

6.3.1.2 Identify and nurture champions

The outcomes of this research indicate that the management has failed to identify capable individuals and nurture them. Sector policing requires that individuals with leadership skills should be identified and placed as sector commanders. In others words, officers with the knowledge and skills how to deal with various challenging situations should be appointed as sector commanders.

One step towards the successful implementation of sector policing should be the appointment of officers capable of engaging all the role players in addressing their concerns to progress.

Not everyone can be a good leader, so it is the responsibility of the management to ensure that right individuals with the required skills are identified and appointed as sector commanders. The identified members should be subjected to sector policing training before they could resume their duties as sector commanders. Therefore there must be a generic job description for sector commanders and that would make sector policing perceived as an important part of policing.

6.3.1.3 Role clarifications

The SAPS management must make sure that the role players are familiar with the actual implementation process of sector policing. They should be made aware of what the implementation process entails. Moreover, the SAPS should endorse efforts by all the role

players to make sure that sector policing is a success by clearly defining what is expected of them in the implementation process to eliminate uncertainties during the process.

Furthermore, the outcomes of this research specify that the implementation of sector policing had a detrimental effect on the morale of the members. It follows that the management of the SAPS was not sensitive towards the low morale of the members and other role players. As a result, these members' output levels were also negatively affected. It follows that the SAPS failed to develop a clear strategy to address the members' and other role players' challenges during the implementation process. From the perceptions of the participants it is furthermore evident that the management failed to effectively and unambiguously communicate the aims and objectives of implementing sector policing to all the role players. As a result, these members were unable to realise their roles and responsibilities in order to make an effort to accomplish them, which in turn created negativity towards the process. Additionally, it appears that the SAPS management neglected to provide support to these members to achieve and sustain these aims and objectives.

It is therefore recommended that a clear job description be developed outlining the responsibilities of all the role players. Furthermore, all the role players should understand their powers delegated to them.

6.3.2 Communication

In an institution such as the South African Police Services, change process cannot be implemented without sufficient consultative communication and transparency. It is therefore crucial to continuously communicate and discuss the rationale and importance of the implementation of sector policing to all role players. Therefore, it is crucial to empower all the role players with the necessary knowledge concerning the objectives of the implementation of sector policing. It is important to engage members in an open dialogue during the implementation, and invite feedback from them, to make the necessary adjustments to the implementation of sector policing. As a result, role players would experience the implementation of sector policing to be well planned and transparent, thus improving police-community relations in the fight against crime. When a new initiative is not implemented in a steady and clear way with sufficient consultative communication, confusion and uncertainty may prevail during the process. It follows that the implementation of sector policing must therefore be planned thoroughly, taking into account the feelings of all the affected parties. On the one hand, the management should pay attention to any challenges emanating from such a process.

Moreover, in order to set a clear vision for the future, it is essential for the SAPS management to set the aims and objectives. However, such should be clearly communicated to all the role players. It should be practical and achievable. When an organisation's aims and objectives are not communicated effectively and transparently to all role players, it may

not realise its vision, and therefore lose interest in accomplishing and maintaining it. It follows that when role players do not realise such, it would be impossible to achieve them.

Moreover, the practical allusions of the implementation of sector policing should have been explained to all the affected parties. The SAPS management should have paid attention to the organisation's ability to change initiatives, taking into consideration the feelings of all role players. Additionally, it became apparent that the SAPS considered it irrelevant to invite feedback and suggestions from the role players.

It is therefore recommended that in order for sector policing to prevail, the SAPS management should support sector commanders in attending both the sector and station meetings. They must ensure that sector commanders are part of station meetings where crime issues are discussed. Their participation in such platforms would improve the functioning of sector policing. Furthermore, the SAPS management should continuously engage in determined communication with all the role players, emphasising the reasons for the implementation, to create knowledge and readiness among the affected parties concerning the implementation of sector policing.

It follows that the SAPS management should implement sector policing in a transparent manner and empowers all the role players. Moreover, it is recommended that timeous and continuous communication and consultation with the role players regarding the implementation of sector policing should be put to practice. Therefore the empowerment of all the role players by the management should be given a priority.

It is vital for the SAPS management to engage all the role players in an open dialogue during implementation, to scrutinize progress and request feedback and suggestions from them in order to make the necessary modifications during the implementation of sector policing. Furthermore, the SAPS should create and maintain high standards of morale and efficiency in the implementation of sector policing. The SAPS should develop and maintain trust between all the role players. It should generate predictable targets for the implementation of sector policing and the process should allow for their steady execution.

6.3.2.1 Adoption of an understandable and realistic transparent communication strategy

The SAPS management should focus on the motive behind the implementation of sector policing by clearly communicating the need and the underlying principles of the implementation of sector policing to all the role players. Additionally, the management should provide the members and the role players with detailed directives on how it should be implemented, through consultative meetings. This implies that the SAPS should continue to engage in participative dialogues with all the role players during sector meetings. As a result, the management would also identify the short comings and address them.

The SAPS is expected to apply easy-to-use communication methods that promote transparency and responsibility. The SAPS management should be diplomatic in implementing sector policing to promote the involvement of all the role players. Effective communication is the foundation to make known the process of implementing sector policing to avoid any form of complication. Additionally, it is imperative that the communication effectively addresses the role players' fears and uncertainties.

6.3.2.2 Stakeholder initiated communication

Communication should form the basis behind the implementation of sector policing at all costs, therefore it should be clear to all the role players prior to the actual implementation, to prepare them ahead of any challenges. Moreover, stakeholder initiated meetings and communication should also be prioritised, because it is a give-give situation whereby all stakeholders should take the lead in the fight against crime.

Furthermore, the SAPS management should devise a plan to make sure that its communication process is improved. Such a plan should be clear and appeal to all the role players. Additionally, the management should apply a more discreet communication style during the implementation process. During the implementation process, the importance of information management should be emphasised to ensure a clear communication line. It is also recommended that the SAPS adjust its communication methods and the implementation process to be more in line with the new dispensation. It follows that the SAPS should resort to early consultative communication methods, characterised by transparency prior to the actual implementation to ensure the process is a success.

6.3.3 Monitoring

This phase entails that organisational change is followed through until the aims and objectives of such an initiative is accomplished. In other words, the SAPS management should not discontinue pushing the implementation of sector policing because it would yield the intended results. It is therefore recommended that the SAPS should devise a clear monitoring tool to ensure that the implementation of sector policing is well followed through until the last beat.

6.3.3.1 Consultation

From the outcome of this study, it transpired that the management failed to implement sector policing in a uniform, transparent and understandable way to encourage all the role players to participate. Additionally, the SAPS management should have managed constant communication and consultative decision making with the members and role players

regarding the benefits of sector policing, to create readiness among the participants concerning the implementation of the process. More specifically, the SAPS should have committed itself to a continuous participative dialogue with all the role players, to educate them in the implementation of sector policing process and to invite frequent feedback to make the necessary alterations as the process progresses. Knowledge concerning the aims and objectives of sector policing should have been communicated to all the role players prior to the actual implementation.

In order for the implementation of sector policing to be beneficial to everybody, it should be understandable, realistic and transparent. From the perceptions of the participants, it is evident that the SAPS management neglected to fully consult in a clear, gradual and understandable manner. It follows that the implementation process was sudden and also characterised by confusion and uncertainty, rather than a well executed process distinguished by precision. Additionally, when the morale of the role players is uplifted, it simplifies the whole process to create a positive and meaningful mindset to fulfil their functions with the necessary passion. However, when the role players are confronted with a lack of purpose and direction, their output is without doubt negatively impacted. It is therefore crucial for the management of the SAPS to remain sensitive towards the confidence of all the affected parties during the implementation of sector policing to increase their output.

The SAPS management should create an increased awareness of the reasons for the newly introduced initiative. It follows that SAPS management should invest hard work to realise successful implementation, and role players should realise that changes need extra efforts. However, the role players' commitment should be maintained until sector policing is fully operational. Consultation with all the role players should be sustained to deal with any unforeseen circumstances.

From the perceptions of the participants it became known that the SAPS management did not fully consult with the role players before the actual implementation. It follows that SAPS management did not create a platform for role players to share their views. As a result, efforts to encourage the realisation of successful implementation of sector policing were neglected.

It further emerged that one of the reasons for the implementation of sector policing was to forge police-community in the fight against crime, but it did not yield the desired results. From the perceptions of the participants it is evident that not all members of the service were as supportive as they were supposed to be. Consequently the SAPS management failed in its effort to fully improve that relationship. The results of this study imply that the implementation of sector policing failed to restore effective partnerships and good working relationships among the role players. It follows that the management did not encourage the role players to sustain the working relationship amongst them.

It further transpired that the SAPS management failed, to a great extent, to maintain and advance continuous dialogue and cooperative behaviour between the police and the community during the implementation process. It follows that sector crime forums were

created to promote partnerships and interaction among the role players, but they never materialised. It appears that sector commanders who were delegated with that responsibility failed to carry it out successfully. This implies that the management of the SAPS focussed utterly on the implementation of sector policing, while ignoring the internal consequences and feelings of all the role players. As a result, the role players did not have the necessary inspiration and confidence to overcome these internal challenges, thus complicating the impact of the implementation process.

Therefore, it is recommended that, to successfully follow through the implementation of sector policing and achieve the end results of this initiative, it is crucial that the management should actively participate in all the implementation phases of sector policing and it should not isolate itself from this initiative. This entails that the SAPS should follow sector policing until the aims and objectives are achieved.

Furthermore, the SAPS management should inform all the role players of the importance of this initiative and the reasons behind its implementation. It follows that all the role players be made aware of the benefits of sector policing. Moreover, everyone involved needs to be encouraged to participate throughout the process. The SAPS management should safeguard sector policing in ensuring that all the role players remain actively involved and enjoy the benefits of this initiative. The SAPS management should allow all the role players to participate in sector activities all the time. They should carry on communicating with all the role players timeously to ensure that all the alterations are made with their knowledge for the successful implementation of sector policing.

6.3.3.2 Resource allocation

The outcomes of this research indicate that the SAPS management failed to monitor sector policing activities to preserve the functioning of this initiative. It follows that a shift towards the implementation process and resource constraints significantly contributed to the negative impact on the functioning of sector policing. As a result role players were discouraged and as a result they did not give it all. This implies that members were not encouraged to implement sector policing. Consequently, these members did not use their discretion during the implementation process.

It follows that the SAPS management neglected to effectively pay attention to major contributing factors, resulting in an inadequate implementation process, such as poor consultation, shortage of resources and failure to convene monthly sector meetings. It also transpired from the perception of participants that the management ignored the involvement of all the role players in the implementation process. Consequently role players lacked eagerness and commitment towards the implementation of sector policing.

The SAPS management should provide the necessary resources. A need assessment should be done to identify the required resources. This would enable the role players to give

their best without excuses. It is therefore recommended that all the required resources be made available to the members on the ground. It is strongly recommended that all sector policing role players be trained properly.

6.3.3.3 Human Resource Development

The SAPS management failed to timeously communicate the motivation and underlying principles of the implementation of sector policing including empowering the affected parties. Moreover, the SAPS management failed to implement sector policing in a stable, clear and understandable way to encourage role player's participation. It also became known that the SAPS management did not fully support the implementation of sector policing. Consequently, various short comings which influenced the effective management of the implementation of sector policing were identified.

The implementation of this initiative should never have been introduced in isolation. It should have happened as a continuous flow of processes which goes hand in hand with the functioning of the station. More specifically, this notion puts more emphasis on the timeous and effective communication of the implementation process and to empower and familiarise all role players with such an initiative. In addition, knowledge and understanding of the implementation of sector policing in the SAPS should be created among all role players.

In order words, role players should have sufficient knowledge of the implementation process, and it should be realistic, ongoing, and transparent. In order to follow the implementation process through successfully, active management and role players' involvement should be sustained through the application of timeous, effective and sustainable human resource development. It is recommended that the SAPS should sensitize all the role players to ensure that the implementation of sector policing is given a priority and individuals involved are given the necessary training beforehand.

One step towards the successful implementation of sector policing is to empower all the role players with sufficient knowledge about sector policing, to eliminate bafflement and uncertainties. When the role players do not fully understand sector policing, confusion and uncertainty would prevail, which in turn create challenges during the implementation. It is therefore essential to concur that policing challenges should be addressed successfully.

6.4 CONCLUSION

This chapter summarises chapter one (1) to five (5), after which recommendations were made on how the implementation of sector policing can be improved. It is important that the SAPS management should commit themselves towards the recommendations made in this chapter. As a result there may be significant succession in the implementation of sector

policing. Consequently, it will impact positively on the fight against crime and police community relations.

This study is important since the impact of the implementation of sector policing is identified and explained. Consequently, this impact evaluation indicates the existence of various areas of contradiction between policy and practice as the emergent themes and subcategories indicated. Despite assurances from the SAPS management, the implementation process had a lot of discouragement. It appears that the implementation of sector policing was done hastily and thus not a proper initiated process was followed. Although a number of directives how to implement sector policing was disseminated, it appears that such were not adhered to, resulting in challenges when it comes to practice. Despite progress made in the implementation of sector policing much still needs to be done as the recommendations imply.

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APPENDIX

Semi-structured interview schedule

The participants of the study will be interviewed according to the following schedules. The first cluster (A) is comprised of SAPS members and the second cluster (B) is comprised of members of the community who reside in Tembisa.

Interview schedule (A)

Data method	Data collector/Data source	Collection deadline	Collection dates
Group 1	Visible policing head/Relief, Csc and sector commanders commanders/	30/06/2012	14/06/2012
Group 2	Sector team members	30/06/2012	15/06/2012

Interview schedule (B)

Data method	Data collector/Data source	Collection deadline	Collection dates
Group 3	Student/Sector crime forum members	30/06/2012	27/06/2012
Group 4	Student/Taxi operators/Business owners	30/06/2012	28/08/2012
Group 5	Student/church formations/civil society organisations	30/06/2012	29/06/2012
Group 6	Student/school principals	30/06/2012	30/06/2012

Opening

Hi! I am Freddy Hlungwani, an M-Tech student at Unisa. The aim of this study is to evaluate the implementation of sector policing in Tembisa. This study will help the researcher to gather the necessary information; furthermore it would help strengthen police community relations by identifying measures on how to reduce crime in the area. I hope to use this information to make Tembisa a safer place. The interview should take about 60 minutes.

The researcher will inform participants that the participation in this study is voluntary, and all the information provided will be treated as confidential, no one will be identified by name. Furthermore the researcher will explain the fact that the researcher has been given permission by the SAPS to conduct the study.

Full particulars of the researcher will be given to the participants for them to verify if the study was endorsed by the organisation.

The researcher will allow the participants to introduce themselves and what they do.

(Let me begin by asking you some questions about sector policing in Tembisa)

Body

The following questions will be asked to all participants in their respective focus groups. The questions will be paraphrased in order to suit the specific participants. The participants in the study will be from the police and the community members. There would be follow up questions in between the interview to ensure that the objectives of the study are covered.

1. Share with me what sector policing is?
2. How was sector policing introduced and subsequently implemented in Tembisa?
3. Explain how sector policing was implemented from the time sectors were demarcated until it was fully operational.
4. Who were the role players involved in the demarcation of sectors and allocation of responsibilities within sectors?
5. Were the specifications from the National Office adhered to at all times, or were any form of flexibility exercised by the station management during the implementation?
6. Was the community informed about the importance of this strategy?

- 7 How often do you attend community policing meetings where crime issues are discussed?
- 8 Are the community members attending community policing meetings and make positive inputs?
- 9 What are the challenges that you experienced during the implementation of sector policing?
- 10 Does sector policing have an impact on crime reduction in Tembisa?
- 11 If you are given a chance to implement sector policing from the beginning, what are the most important things that should be added or removed from the process?
- 12 How can we improve sector policing in Tembisa?
- 13 Share with me the benefits of sector policing in Tembisa.
- 14 Is there anything else that you would like to say?

Closing

The researcher will summarize the whole discussion.

Well, it has been a pleasure communicating with you. Let me briefly summarize the information that I have recorded during our interview (Summary). I appreciate the time you took for this interview. Is there anything else you think would be helpful for me in this study? I should have all the information I need.

Thanks!