EVALUATING THE PREVALENCE OF POLICE CORRUPTION AND NON-ADHERENCE TO PREVENTIVE MEASURES IN THE NORTHERN CAPE

by

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submitted in accordance with requirements for
the degree of

MASTER OF ARTS IN CRIMINAL JUSTICE

in the subject

Police Science

at the

UNIVERSITY OF SOUTH AFRICA

SUPERVISOR: DR L.L. MOTSEPE

May 2024

DEDICATION

This dissertation is dedicated to my mother, father, brother, cousin (may their souls rest in peace). They will never be forgotten and my sisters, sons, nieces and nephews. They all were the oasis I drank from and from whom I received encouragement and support I will forever be grateful to you all.

Moreover, the work is dedicated to the fallen heroes and heroines (whistle-blowers), and those still standing to unmask corruption relentlessly in the face of adversity.

"Saludo a los caídos" *(Salute to the fallen).*

ACKNOWLEDGEMENTS

DECLARATION

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I declare that the above dissertation is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

_____   26 May 2024

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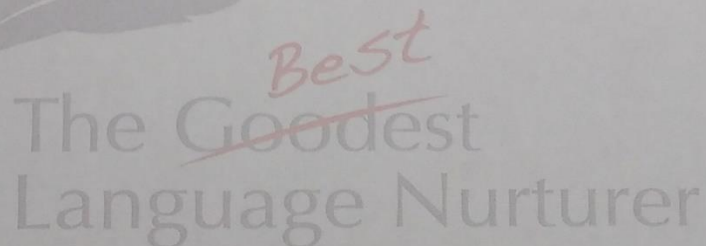
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I, the undersigned, Jacqueline Bianca Steyn, South African identity number 840709 0011 080, declare that I was engaged by Matakalatse Ramothudi to transcribe an interview for the dissertation "Evaluating the Prevalence of Police Corruption and Non-Adherence to Preventative Measures in the Northern Cape". I declare th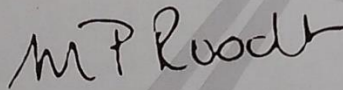at I did the transcription from the recorded interview with the research participants and that I completed the transcription on 18 December 2022.

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ABSTRACT

The challenge of tackling corruption in the South African Police Service (SAPS) is a concern to many South Africans. Given the widespread occurrence of high-profile police corruption scandals, the community trust in this institution has deteriorated. This mistrust in the SAPS by the communities renders the government incapable to fight crime and improve the safety of the public. Corruption, in general, is a financial cost to the state as resources are diverted from service delivery and end up in criminal hands. Traditional preventive measures are in dire straits, and has failed to eradicate the scourge of corruption in the SAPS effectively. Hence progressive and modern anti-corruption strategies are a necessity. Moreover, corruption by police officials in the SAPS, which takes many forms, including nepotism, wasteful and fruitless expenditures, taking bribes, embezzlement, extortion, killings, theft, fraud, etc. has left the vulnerable in the communities to bear the brunt of disservice and perpetuated poverty.

The aim of the study is to reveal whether there is room for improvement in mitigating corruption and enhancing adherence to preventive measures in the SAPS, which will require long-term strategies. To better understand and generate more knowledge of the prevalence of police corruption and non-adherence to preventive measures in the Northern Cape, the different criminological theories were explored. Recommendations such as instilling sound ethics and professionalism amongst police members in the SAPS is crucial to mitigating corruption. Information such as establishing what police officials in the SAPS understand about the word "corruption", establishing the root causes of corruption amongst police officials, determining measures which are likely to mitigate corruption and ensure adherence to preventive measures, establishing the socio-economic implications caused by corrupt police members in the SAPS, will be of importance. Consequently, having men and women with a high moral compass and integrity beyond reproach will constitute an ideal police service the South African society deserves. Therefore, accountability with regard to resources, as well as protection of whistle-blowers is of utmost importance. Breaking the "code of silence" and rewarding positive whistle-blowing should be the normal prevailing state of affairs.

To attain a deeper understanding of the subject under investigation, a qualitative research methodology was used. By applying purposive sampling, the reseacher obtained information from specific target groups and chose experienced members who were able to provide the desired information.

KEY CONCEPTS

Corruption, Organised crime, Specialised investigation units, Directorate for Priority Crime Investigation (DPCI), Independent Police Investigative Directorate (IPID), detectives, integrity and ethics, code of silence, preventative measures, whistle-blowing.

ACRONYMS AND DESCRIBTIONS

ACU:	Anti-corruption Unit
AGSIP:	Anti-Gangsterism Strategy Implementation Plan
ANC:	African National Congress
BoJA	Bureau of Justice Assistance
CSD:	Central Supplier Database
CSPA:	Civilian Secretariat for Police Act
CPS:	Community Policing Strategy
CCS:	Cold Case Strategy
CMS:	Contract Management Strategy
CD:	Constitutional Development
CI:	Crime Intelligence
CJS:	Criminal Justice System
DASt:	Data Analysis Spiral technique
DoJ:	Department of Justice
DoJ&CD	Department of Justice & Constitutional Development
DPCI:	Directorate for Priority Crime Investigation (Known as the Hawks)
EACS:	Ethics and Anti-Corruption Strategy (Anti-Corruption)
ED	Executive Director
EHWS:	Employee Health and Wellness Strategy
eNCA:	eNews Channel Africa
EU:	European Union
FSL:	Forensic Science Laboratories
HR:	Human Resource
IMF:	International Monetary Fund
IMS:	Integrity Management Service
IPID:	Independent Police Investigative Directorate
JCoS:	Joint Chiefs of Staff
JLC:	Junior Leadership Concept
LCRC:	Local Criminal Record Centre

MTSF:	Medium-Term Strategic Framework
NACU:	National Anti-Corruption Unit
NDMA:	National Disaster Management Act
NGOs:	Non-Government Organisations
NP:	National Party
NWU:	North-West University
OECD:	Organisation for Economic Co-operation and Development
PEBCO:	Port Elizabeth Black Civics Organisation
PPE:	Personal Protective Equipment
PFMA:	Public Finance Management Act
PSACS:	Public Service Anti-Corruption Strategy
PSR:	Public Service Regulations
SADF:	South African Defence Force
SANDF	South African National Defence Force
SAP:	South African Police
SAPS:	South African Police Service
SoNA:	State of the Nation Address
TI:	Transparency International
TP:	Transformation Plan
UNISA:	University of South Africa
UNGPC:	United Nations Global Programme against Corruption
UNCC:	United Nations Convention against Corruption
Vispol:	Visible Policing
UNDP:	United Nations Development Programme
WB:	World Bank

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CHAPTER 1: GENERAL ORIENTATION TO THE STUDY

1.1 INTRODUCTION.

The prevalence of police corruption and non-adherence to preventive measures in the South African Police Service (SAPS) is a concern to many South Africans (Faull, 2010:33). Given the widespread prevalence of corruption in the SAPS, the community trust in this institution has deteriorated (Faull, 2010:33). Traditional preventive measures seem not to make an impact in eradicating the scourge of corruption in the SAPS (Faull, 2010:33). Hence modern and contemporary preventive measures are a necessity to mitigating police corruption and enhancing adherence to preventive measures in the SAPS, which require long-term strategies.

According to Basdeo (2010:385), corruption by police members in the SAPS continues to hamper service delivery, and cripple our young democracy. Given the nature of their profession, members of the police in the SAPS are prone to corruption. In recent years, post-1994 there has been an alarming number of reported incidents of corruption in the SAPS. It had been reported in Timeslive (2018), that former Crime Intelligence (CI) boss, Major-General Pat Mokhushane and three senior police officers appeared in court on charges of corruption, fraud, money laundering and contravention of Section 20 of the Prevention and Combating of Corrupt Activities Act. According to Kumssa (2015:1), police corruption is one of the greatest obstacles to good governance since it undermines the fight against crime, violence and the effective protection of property. The police service is one of the most important institutions in a society and is entrusted with upholding law and order. When police are linked to corruption, the trust in public authorities is undermined, and the effective fight against organised crime, human trafficking, smuggling, as well as the protection of individual life and property is compromised (Faull, 2010:33).

The reactive approach to the rate of corruption does not seem to be addressing the endemic root cause of the problem (Faull, 2010:33). This culminates in the shifting of

focus from the police as a crime fighter to the police as the predator (Newham & Faull, 2011:26). The more police officials get offered cash or other rewards, the more policing resources are diverted from tackling crime. Corruption is extremely prevalent in both the Public Sector and Private Sector, for example, The Commission of Enquiry into State Capture in South Africa has revealed alarming levels of corruption and money laundering between public servants and private businesses (Grootes, 2019).

According to Corruption Watch (2019), former CI boss Richard Mdluli benefitted from his personal properties by renting them out to CI, using a third party company owned by his friend John Appalsamy, to play the role of the lessor. Once invoices were processed for the amounts to be received in rent, as Colonel Dhanajaya Naidoo (the former CI official who had been testifying before the Commission of Inquiry into State Capture) would get the cash from Appalsamy and give it to Mdluli. Evaluating the prevalence of corruption and non-adherence to preventive measures among the police members in the SAPS could go a long way in recommending and putting an end, or at least partially, to this scourge. The SAPS Annual Crime Report (2017/18:3) states that the crime ratio varies from place to place, and from province to province. It is influenced by the level of socio-economic development and phenomena such as rural-urban migration with related problems like mass unemployment, inequality, exploitation, poverty, deprivation and frustration. The latter aspects tend to encourage criminal activities, one of the major problems facing most developing countries.

According to Faull (2007:1), corruption undermines democracy and social justice, thereby deepening poverty, fuelling organised crime and stunting efforts to promote human security. Corruption takes many forms and prospers in all manner of environments. A step in the right direction of providing interventions would be to determine the prevalence of corruption among police members in the SAPS and the non-adherence to preventive measures that could partly provide solutions to deal with this scourge. The study will establish what the word "corruption" means to police members in the SAPS, establish the root causes of corruption and determine the extent to which ineffective preventive measures fuel corrupt behaviour. It will also determine

measures which are likely to mitigate corruption and ensure adherence to preventive measures by police members in the SAPS, and to establish the socio-economic implications caused by corrupt police.

1.2 PROBLEM STATEMENT.

A problem statement is a clear, precise, and succinct statement or issue that is to be investigated with the aim of finding an answer or solution (Sekaran, 2003:70). As confirmed by Faull (2010:33), the prevalence of police corruption and non-adherence to preventive measures in the SAPS is a concern to many South Africans. The SAPS Annual Report (2021/22:35) maintains that the core functions of the SAPS, in terms of Section 205(3) of the Constitution of the Republic of South Africa, 1996 are to prevent, combat and investigate crime; maintain public order; protect and secure the inhabitants of the Republic and their property; and to uphold and enforce the law. In reality, unfortunately, the prevalence of corruption among officers in the SAPS is rife and threatens sustainable economic development, ethical values and justice, as it destabilizes society and endangers the rule of law. Basdeo (2010:386) states that in a survey undertaken by the Institute for Security Studies in 2003, the SAPS was found to be the second most corrupt public sector organisation, after traffic officials. The SAPS Annual Report (2014/15:292) indicates that in the Northern Cape alone, 23 members had been charged with corruption and fraud, 19 were found guilty, nine were dismissed, three were found not guilty, one was withdrawn, and ten were sanctions short of dismissal.

It is also expressed in the SAPS Annual Report (2015/16:249) that in the Northern Cape alone, 42 members were charged with corruption and fraud, 43 were found guilty and four were dismissed. Thirteen were not guilty, 11 withdrawn, and 13 were sanctions short of dismissal. The reduction of the number of criminal charges against officers in the SAPS for all crime, as well as corruption and fraud did not change significantly in the 2015/2016 report (SAPS Annual Report, 2015/16:24). During the period 2016/2017, four members were charged with corruption and fraud, three were found guilty and one was dismissed. Nobody was found not guilty, none were withdrawn, and two were sanctions short of

dismissal (SAPS Annual Report, 2016/17:277). The above statistics depict a steep increase of police members in the SAPS who are implicated and convicted of corruption in the Northern Cape, with a drop during the 2016/2017 financial year. Nationally, the fewest cases of SAPS corruption were received from the Northern Cape Province, accounting for 1.6% of the total number of reports in the sector, with regards to the cases received between 2012 and the end of 2018 (Ncala, 2019:3). The scourge of police corruption affects other collegues and communities negatively. For instance, the killings of whistle-blowers with the sole purpose to silence them and carry on with corruption unabatedly (Bruce, 2013:16-17). Indeed, corruption deprives communities of dignity, access to basic goods and services and human rights; it forces people to live in grim conditions amid crumbling or non-existent infrastructure (Corruption Watch, 2018:43). The problem of police corruption is saturated in the Frances Baard District (Kimberley), F Mgcawu District (Upington) and the John Taolo Gaetsewe District (Kuruman) (SAPS Annual Report, 2022/23:188-193). The corrupt activities by police officials put the lives of their colleagues and informers in danger (Altbeker, 1998:45).The research will assist to solve the problem as it outlines types of corruption, measures to mitigate corruption, as well as recommendations and models that will assist in the fight against corruption.

According to the SAPS Annual Report (2017/18:227), during 2016/2017, the SAPS established an Integrity Management Service, in compliance with Chapter 2 of the Public Service Regulations, 2016. The SAPS is still in process to capacitate the Section. The Integrity Management Service has identified a number of key issues that are in the process of being addressed, including the:

- implementation of the SAPS Employment Regulations, 2017, which specifically relates to ethics management, in support of the Public Service Regulations, 2016; appointment of ethics officers to address issues related to ethics and integrity and the establishment of an ethics committee;

- conducting of annual ethics and anti-corruption risk assessments, to identify and address organizational vulnerabilities; implementation of advocacy and awareness

programmes related to ethics, integrity, anti-corruption, the Code of Conduct and Ethics, promoting integrity at work and ethical leadership;

- implementation of an Ethics/Anti-corruption Strategy and related policies; management of conflict of interest, through financial disclosures by all employees/approval of remunerative work; management of the receipt of gifts/donations (no gifts are allowed in official capacity, however, gifts received must be registered in a Gifts Register and approved); management of investigations into contraventions of the Ethics Code; and

- establishing and management of a whistleblowing capacity (SAPS Annual Report, 2017/18:227).

Despite the availability of corruption prevention measures, police members in the SAPS in the Northern Cape continue to engage in corrupt activities such as corruption, fraud, aiding an escape, defeating the ends of justice, extortion and bribery (SAPS Annual Report, 2016/17:264). It is unclear why members of the SAPS engage in corrupt activities, and why existing corruption prevention measures are ineffective. The lived experiences of the police members in the SAPS in their adherence and non-adherence to corruption prevention measures is of great importance.

1.3 AIMS OF THE RESEARCH

According to Sekaran (2003:3), the aim of the research is to find solutions to a problem after a thorough study and analysis of the situational factors. It derives from questions such as why the researcher wants to construct research questions which will lead the researcher seeking answers by means of conducting a study and writing a report on it. The study intends to evaluate the prevalence of corruption and non-adherence to preventive measures among the police members in the SAPS in the Northern Cape province. In addition, the researcher will suggest recommendations that will enhance existing preventive measures and mitigate corruption.

1.4 PURPOSE OF THE RESEARCH

The purpose of the research is to investigate the problem through a good theoretical base and a carefully thought-out methodological design (Sekaran, 2003:22). Moreover, research methodology will enable the researcher to collect appropriate information from an appropriate sample with the minimum degree of bias, and facilitate suitable analysis of the data gathered (Sekaran, 2003:23). The research will:

- Identify the types of corruption.
- Establish the root causes of corruption among police officials in the SAPS.
- Determine measures which are likely to mitigate corruption and ensure adherence to preventive measures by police members in the SAPS.
- Establish the socio-economic implications caused by corrupt police members in the SAPS.

1.5 RESEARCH QUESTIONS

According to White (2009:123), the first step in the research process is to formulate questions which require answers that will lead the investigation. The following questions assisted the researcher to reach the objectives:

- What types of corruption exist in South Africa?
  The question aims to identify the types of corruption prevalent in South Africa, and whether police officials are aware of such corruption.

- What does the word corruption mean to police members in the SAPS?
  This question addresses the knowledge and interpretation of corruption by police members in the SAPS.

- What are the root causes of corruption among police members in the SAPS?
  This question establishes lived experiences that have been found to cause corruption among police members in the SAPS.

- To what extent do ineffective preventive measures fuel corrupt behaviour amongst police members in the SAPS?
  This question establishes how easy it is to commit corruption, even though there are existing preventive measures in place in the SAPS.

- What are the socio-economic implications caused by corrupt police members in the SAPS?
  This question establishedswhat corruption does to the wellbeing of society in general.

1.6 KEY THEORETICAL CONCEPTS

This study contains certain key concepts. Leedy and Ormrod (2010:58) maintain that each term should be defined when used in the researcher's project. In defining a term, the researcher attaches specific meaning to terms within the context of the problem and its sub-problems. These key concepts are briefly introduced to allow the reader to make sense of what is in the subsequent chapters.

- **Corruption**

Corruption is any illegal conduct or misconduct involving the use of occupational power for personal, group or organizational gain (Sayed & Bruce, 1998a:12).

- **Anti-corruption**

The Collins English dictionary [Sa] defines anti-corruption as the opposition to and prevention of corruption.

- **Code of conduct**

The SAPS Annual Report (2013/14:229) stipulates that the SAPS Code of Conduct is a roadmap for personnel to acknowledge and comprehend their duties and commitments towards society and the consequences of non-compliance. According to La Marco (2018), the code of conduct lists which specific laws are meant to be obeyed in the organization's operations and the industry in general.

- **Ethics**

The Collins English dictionary [Sa] defines ethics as the philosophical study of the moral value of human conduct and of the rules and principles that ought to govern it; as moral philosophy.

- **Leadership**

Ogbeidi (2012:4) defines leadership as a body of people who leads and directs the activities of a group towards a shared goal. It also denotes the ability to lead, direct and organise a group.

- **Paradigm**

A paradigm is a collection of logically related assumptions, concepts or propositions that orient thinking and research (Siddiqui, 2019:254). Its main foundational constructs are ontology, epistemology and methodology. Moreover, positivism, interptretivism and mixed methods are its major research paradigms (Siddiqui, 2019:254).

- **Police corruption**

Sayed and Bruce (1998a:12) define police corruption as any illegal conduct or misconduct involving the use of occupational power for personal, group or organizational gain.

- **Socio-economic**

The Collins English dictionary [Sa] defines socio-economic aspects as circumstances or developments involving a combination of social and economic factors.

- **Whistle-blower**

Corruption Watch (2015) states that whistle-blowers are individuals, professional bodies, or organisations who report and expose illegal activities to the authorities.

1.7 VALUE OF THE RESEARCH

The researcher is of the view that the proposed research study is of utmost importance and should be conducted to improve preventive measures. The research will provide information on the root causes of corruption to police officials and managers in the SAPS. Sayed and Bruce (1998b:15) state that understanding that different forms of police corruption may have their roots in different sources is essential for the formulation of strategies to combat the existence of corrupt practices.

This research contributes to knowledge regarding the prevalence of police corruption and non-adherence to preventive measures among police members in the SAPS. According to Ncala (2019:2-3), his organization Corruption Watch, received and attended to almost 1 440 reports of police corruption during the seven-year period of their existence (between the period 2012 & 2018). The number of these reports received within seven years by Corruption Watch (Ncala, 2019:2-3), reveals a negative image of the SAPS, which could be restored by implementing the findings and recommendations of this study.

The study is of value to the following beneficiaries:

- The SAPS.
- Corrupt activities investigators.

- The victims of corruption.
- The research community.
- General society (including politicians).
- The Criminal Justice System (including judiciary and lawyers).

1.8 RESEARCH DESIGN AND APPROACH

According to Terre Blanche, Durrheim and Painter (2006:34), a research design is a strategic framework for action that serves as a bridge between research questions and the execution or implementation of the research. Kothari (2004:33) states further that a research design which minimises bias and maximises the reliability of the data collected and analysed, which is often characterised by adjectives like flexible, appropriate, efficient, and economical, is considered a good design. A qualitative research methodology will be used in this study since the aim is to gain a deeper understanding of the subject under investigation. Sekaran (2003:125) maintains that studies that are qualitative in nature are useful in applying solutions to current problems based on past problem-solving experiences. They are used in understanding certain phenomena and generating further theories for empirical testing.

Davis and Francis (2018:96) state that qualitative methodology is concerned with exploring the behaviour, opinions or perspectives, feelings and experiences of people as individuals or groups. It rests in the interpretive approach to social reality, which means that reality exists not independently of people, but is rather socially constructed, and meaning is developed through experience. Davis and Francis (2018:96) further reiterate that qualitative methodology does not seek to test out pre-conceived ideas or hypotheses. Most appropriate methods for this approach are inductive, meaning data are   analysed to see if any patterns emerge and the findings are rooted in the data itself. According to Vosloo (2014:316), the focus of research design is on what needs to be achieved and the design is the steps to be followed to achieve the desired outcome.

Sekaran (2003:117) states that after identifying the variables in a problem situation and developing the theoretical framework, the next step is to design the research in such a way that the requisite data can be gathered and analysed to arrive at a solution. Sekaran (2003:374) states that a qualitative approach may either describe events or offer solutions. However, in the absence of hard empirical statistical results, there is an element of hit and miss in implementing the solutions proposed in this kind of study. Kothari (2004:4) elucidate that empirical research derive from the application of experience or observation, often without due regard for system and theory. Therefore, qualitative methods can be empirical. Hence the collection of primary data will be derived from lived experiences of research participants. The researcher has to consider and judge if the recommendations made would solve the problems, and to what extent changes would be worthwhile (Sekaran, 2003:374). There is always an undetermined element of risk that the researcher takes in proposing changes. Experience-based personal judgement, with a touch of intuition, plays a big part in decision making during qualitative research (Sekaran, 2003:374).

According to Terre-Blanche, Durrheim and Painter (2006:286), qualitative researchers want to make sense of feelings, experiences, social situations, or phenomena as they occur in the real world; and therefore want to study them in their natural setting. The problem being investigated is practical, whereby the researcher seeks to evaluate the prevalence of corruption and non-adherence to preventive measures in the SAPS. Therefore, the researcher has to understand the phenomena from the participants' point of view (Leedy & Ormrod, 2005:94). The researcher therefore identified the qualitative approach as the most suitable approach to use during this research.

The strength of the qualitative research paradigm is that it studies people in terms of their own definitions of the world (the insider perspective), focuses on the subjective experience of the individuals and is sensitive to the context in which people interact with each other (Mouton, 2004:195). According to Flyvbjerg (2006:235), the advantage of a qualitative research method is that it can "close in" on real-life situations and test views directly in relation to the phenomena as they unfold in practice. Kothari (2004:33) is of the

opinion that a research design which minimises bias and maximises the reliability of the evidence collected is considered a good design. The researcher developed trust and showed honesty in his interviews.

According to Rule and John (2015:6-7), qualitative research deals with the subjective data that are produced by human beings. Trochim (2006) states that qualitative data is extremely varied in nature, as it includes virtually any information that can be captured that is not numerical. The study is descriptive and diagnostic in nature, which is concerned with describing the characteristics of a particular individual or of a group, and seeks to evaluate the prevalence of corruption and non-adherence to preventive measures by police members in the SAPS. The researcher employed empirical methods in this study to systematically collect data and analyse data, as the researcher's aim is to evaluate the prevalence of corruption and non-adherence to corrective measures by officers in the SAPS.

1.9   PRELIMINARY LITERATURE REVIEW

According to Ivković (2003:595), defining the concept of police corruption could be challenging, because in most countries statutes may not feature a crime specifically called corruption. Punch (2009:18) defines police corruption as "an act of an officer knowingly doing or not doing something that is against his or her duty for some financial or material gain or promise of such gain". Studies of corruption have come of age, as increasing numbers of academics publish articles on this subject. Several international organisations are keen on combating various forms of corruption. Bank president James Wolfenson brought world attention to the importance of fighting corruption at a joint annual meeting of the International Monetary Fund (IMF) and the World Bank in 1996, and he announced at the 1997 meeting that fighting corruption would be a top priority of his institution (Jain, 2001:72 & 102).

The persistent problem of corruption in the law enforcement institutions is a problem not only in South Africa, but throughout the world. Increasing numbers of academic articles

are being published on this subject and several international organisations are intent on combating various forms of corruption (Jain, 2001:71). Aremu, Pakes and Johnston (2011:195-196) highlight the widespread occurrence of corruption in Nigeria. Punch (2009:53, 93 & 126) confirms that there are incidents of police corruption in the USA, Netherlands and United Kingdom (UK). Furthermore, Ivković (2003:593) also confirms the prevalence of police corruption in the United States of America (USA), in Brazil, as well as in Japan. The above-mentioned is a clear indication how widespread the prevalence of police corruption around the world is.

In South Africa, police corruption was underscored by the prosecution of the highest authority in the South African police, the then National Police Commissioner Jackie Selebi in 2006 (Faull, 2007:3). Newham and Faull (2011:vi) also confirm the conviction of Jackie Selebi on corruption charges, which marked a particular low point for the public image of the SAPS. The SAPS Annual Report (2018/19:279) indicates that the SAPS authorities considers corruption as a grave offence and applaud the use of existing preventive measures by society, or its members, to report allegations of corruption which involve members of the SAPS. Williams (2002:87-96) argues that police corruption arises primarily from shortcomings in recruitment, training and promotion, resources such as pay and equipment, systems of accountability within the departments, courts and the law, as well as cultural traditions that inhibit the development of professional police standards. Jain (2001:77-85) refers to discretionary powers, value of economic rents, deterrents to corruption, income from corruption, legitimate income or unfair wages, strengths of political institutions, moral and political values of society, penalties for corruption as determinants of police corruption.

Jain (2001:72) states further that recent studies on the impact of corruption indicate that its effects tend to echo throughout an economy rather than be confined to specific corruption-based transactions. It affects the level of investment, entrepreneurial incentives, the design or implementation of rules or regulations regarding access to resources and assets within a country. Kumssa (2015:6) reiterates that the socio-economic effects of corruption and police corruption in particular is that it increases the

cost of doing business and scares away private investment. Where police corruption is rampant, both foreign and local companies are reluctant to invest, as the costs of doing business become significantly prohibitive (Kumssa, 2015:6). This adversely affects employment opportunities and increases poverty. Corrupt practices in recruiting law enforcement personnel will also lead to the hiring of incompetent men and women who lack discipline and professional commitment to the delivery of effective services and thereby jeopardize the safety of citizens (Kumssa, 2015:6).

The SAPS Annual Report (2018/19:278) indicate that within the SAPS, 360 members had been charged with corruption and fraud, 178 were found guilty, 70 were dismissed, 114 were found not guilty, 29 were withdrawn, and 108 were handed sanctions short of dismissal. During 2016/2017, the SAPS formulated an Integrity Management Service. The Integrity Management Service functions as a nominated ethics office, in compliance with Chapter 2 of the Public Service Regulations, 2016. The SAPS also formulated an Ethics Committee which is led by a Lieutenant General, to oversee the institutionalisation of ethics and integrity within the SAPS (SAPS Annual Report, 2018/19:269).

During June 2018 the SAPS implemented an Ethics and Anti-corruption Strategy, which is meant to enhance initiatives to prevent and detect issues of unethical conduct, fraud and corruption (SAPS Annual Report, 2018/19:269). The Integrity Management Service, jointly with the Strategic Management Component, monitors the implementation of the Strategy. The strategy is made up of of five mainstays, namely, Leadership Imperative, Prevention, Detection, Investigation, and Resolution of unethical conduct and corruption (SAPS Annual Report, 2018/19:269). Currently the SAPS has numerous programmes to encourage whistleblowing,which is done through different hotlines such as the Complaints hotline, Public Service Commission hotline, and Crime Stop hotline.

The SAPS is in the process of establishing a dedicated ethics hotline for this purpose, as well as the direct reporting to the Integrity Management Service and the Ant-corruption Units (SAPS Annual Report, 2018/19:270). Basdeo, (2010:387) advises that to curb

police corruption, leaders and society at large must take cognizance of its prevalence, recognize its seriousness as a problem and express commitment to combat it.

1.10 TARGET POPULATION

Sekaran (2003:265) states that population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate. Leedy and Ormrod (2005:205) are of the opinion that a population is "generally a homogeneous group of individual units". The population in this study consists of 130 police officials in the Northern Cape province. The breakdown of the total number of the pupulation is as follows: 60 Kimberley detective members, ten IPID members in the Northern Cape, and 60 DPCI members in the Northern Cape.

1.11 SAMPLING

According to Kothari (2004:152), sampling is the process of obtaining information about an entire population by examining only a part of it. Sekaran (2003:266-267) states that sampling is the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its properties or characteristics would make it possible for us to generalize such properties or characteristics to the population elements. Kothari (2004:152) states further that a sample should be truly representative of population characteristics without any bias so that it may result in valid and reliable conclusions. According to Sekaran (2003:266), a sample is a subset of the population, as it comprises some members selected from it. Some, but not all, elements of the population would form the sample. By studying the sample, the researcher should be able to draw conclusions that would be generalisable to the population of interest (Sekaran, 2003:266).

The researcher used a nonprobability sampling method, in which members in the population are chosen according to their convenience and availability (Sekaran, 2003:276). Purposive sampling is used because the researcher will obtain information

from specific target groups and will choose experienced members who will be able to provide the desired information. The initial sample plan consists of 14 detectives out of 60 Kimberley Detectives, five investigators out of ten IPID members in the Northern Cape, and five investigators out of 60 DPCI members in the Northern Cape, with a grand total of 24 participants. However, only 22 responses were received. All elements of the population are guided by the same policies, directives, procedures and code of conduct, as well as the same disciplinary regulations. Therefore, the sample is representative of those police members in the SAPS, DPCI and IPID who share similar information and knowledge about corruption and preventive measures.

1.12   DATA COLLECTION

The value of research depends on how the data were collected. The way data is collected depends on the type of research and the purpose of research (Maxfield & Babbie, 2005:209). Primary sources of data include questionnaires, face -to -face interviews, focus groups and telephone interviews. Secondary sources of data include legislation, decided cases, books, policies and strategies, procedures and guidelines, media reports (virtual, electronic, newspapers) and academic journal articles. Leedy and Ormrod (2005:143) are of the opinion that "qualitative researchers often use multiple forms of data collection in any single study". In this study the researcher used and scrutinized the following data-collection methods to achieve the desired outcome: literature review, structured open-ended questionnaires and structured open-ended telephone interviews. These data-collection methods are presented in detail below:

1.12.1 Literature review

The researcher collected data from primary and secondary sources related to the study from local and international sources. Primary literature was obtained from structured open-ended questionnaires and structured open-ended telephone interviews. Secondary sources of data which include legislation, decided cases, books, policies and strategies, procedures and guidelines, media reports (virtual, electronic, newspapers) and academic

journal articles were scrutinized to achieve the desired outcome. According to the University of South Africa (UNISA, 2019:8), the researcher should obtain at least 30 literature sources. In this study the researcher obtained 48 literature sources from credible sources, of which 31 are less than 10 years old. Therefore the literature reflects the recent and authoritative viewpoints in the field of study. The literature review has equipped the researcher with knowledge of the research area, making it possible for the researcher to evaluate the prevalence of corruption and non-adherence to preventive measures amongst police members in the SAPS and, in the process, discover something that no one else has discovered to date. As Leedy and Ormrod put it, "everywhere we look, we see things that cause us to wonder, to speculate, to ask questions. And by asking questions, we strike a spark that ignites a chain reaction leading to the research process" (Leedy & Ormrod, 2015:2).

The researcher established what has already been written about corruption in the police and non-adherence to preventive measures, what research has been conducted on the subject, what were the results, which theories exist in the field and how this research study will be able to link up with it. Increasing numbers of academic articles are published on police corruption (Jain, 2001:71), but none can safely write that their recommendations on preventive measures have been 100% successful to this end. The methodologies that are used in this field include a qualitative approach, in which both nonprobability and purposive sampling are used, in which members in the population are chosen based on their convenience and availability (Sekaran, 2003:276). A literature review, structured open-ended questionnaires and structured open-ended telephone interviews are used.

The latest publications and websites in this field were studied by the researcher, whereby over 33 were not older than 10 years, such as:

- South African Journal of Criminal Justice, SA Crime Quarterly: Institute for Security Studies.
- Journal of Criminal Law and Criminology.
- Donnish Journal of Political Science and International Relations.

- Journal of Nigeria Studies, International Journal of Qualitative Methods.
- African Security Review Theory and Practice in Language Studies.
- http://www.collinsdictionary.com/dictionary/English.anticorruption
- https://www.corruptionwatch.org.noclick_za/new-forum-to-advise-protect-whistleblowers/
- https://bizfluent.com/about-5044074-definition-code-conduct.html, https://www.dailymaverick.co.za/article/2019-09-30-as-the-zondo-revelations-grow-ever-more-shocking-we-risk-sliding-into-cynicism-and-somnambulance/

Basdeo (2010:385) states that corruption by police members in the SAPS continues to hamper service delivery, and cripples our new-found democracy. This means that the findings and recommendations from other researchers were not entirely successful in mitigating corruption and non-adherence to preventive measures by members of the SAPS. Therefore the necessity for this research is of paramount importance. The literature study follows logically from title, problem, aim because it is well structured and designed in accordance to the UNISA assessment criteria for a Master's study (UNISA, 2019:7).

1.12.2 Questionnaires

Sekaran (2003:236) describes a questionnaire as a preformulated written set of questions to participants. This data collection mechanism can be administered personally, mailed so that participants can record their answers within closely defined alternatives. He states further that questionnaires are efficient in data collection when the researcher knows exactly what is required from or electronically distributed to participants. The researcher notified participants in advance about the forthcoming research, emailed the blank structured open-ended questionnaires to individual participants with a return date, who completed them at their convenience, in their homes and at their own pace. Keeping the questionnaire brief and follow-up emails improved the response return rate. The researcher allowed thirty days to participants to complete and return questionnaires via email. Questionnaire research participants consisted of 13 Kimberly Detectives, five IPID

investigators in the Northern Cape, and five DPCI investigators in the Northern Cape, with a total of 23.

1.12.3 Telephone interviews

According to Leedy and Ormrod (2005:146), interviews can "yield a great deal of useful information by asking questions related to facts, people's belief, feeling, motives, etc". The researcher conducted structured open-ended telephonic interviews because it was known at the outset what information was needed.

The members from Kimberley Detectives, IPID and DPCI travel extensively across the country and internationally, and with telephonic inteviews they were reached easily in a short period of time (Sekaran 2003:233). The telephonic interviews complimented the research questionnaires in this study. On the outset the researcher telephonically introduced the research topic and motivated individual research participants (14 Kimberley Detectives, five IPID members and five DPCI members) to offer their frank answers. Thereafter follow-up telephonic interviews with individual research participants were done to address any doubts and questions they might have while completing the questionnaire. This is not a very widely used method but it plays an important role when the interviews have to be accomplished in a very limited time (Kothari, 2004:17).

1.13   DATA ANALYSIS

The researcher used a Data Analysis Spiral technique to organize and analyse the collected data. The Data Analysis Spiral technique is commonly used in a wide variety of qualitative studies (Leedy & Ormrod, 2001:161). The following steps were applied during the analysis of collected data:

- Coding and categorising the data

The words "members in the SAPS", "corruption", "non-adherence" and "preventive measures" served as units for use in the analysis process. Collected data were broken down into units for analysis and categorizing.

- Reflection on the early coding and categories

The collected data were checked continuously to get a sense of what they contained. The transcripts, notes and texts were continuously reflected upon, and comments and reflections were added in the margins alongside the raw data. This process assisted the researcher with possible categories and interpretations. Reflections assisted in enriching the data with new thinking and insights during the analysis process.

- Identification of themes and relationships

Reflections were used to evaluate the prevalence of corruption and non-adherence to preventive measures in the SAPS. The reoccurring themes and interconnections between units and categories that emerged were looked at by the researcher. General explanations and emerging themes were classified accordingly. A general sense of the prevalence and severity of the problem was obtained by the researcher.

- Checking out emerging explanations

The researcher returned to the field with all the emerging explanations and themes to check their validity against reality. To establish where the different authors' views and findings differed or concurred, and data were compared against one another

- Developing a set of generalisations

When the reflecting on the data and checking out the themes and explanations in the field were done, the researcher integrated and summarised the data pertaining to the prevalence of police corruption and non-adherence to preventive measures in the SAPS, to develop a set of generalisations, explaining the themes and relationships identified in the data. The findings are included in this step.

- Using the new generalisations

To make recommendations in mitigating the prevalence of police corruption and enhancing the adherence to preventive measures by members in the SAPS, the new generalisations were employed.

1.14   METHODS USED TO ENSURE VALIDITY

According to Leedy and Ormrod (2005:28), "validity of an instrument is the extent to which the instrument measures what is supposed to measure". The researcher went through all the notes in the presence of each participant to ensure that they reflected what was said by them. The researcher played back and listened to the audio tape recorded during the interviews to achieve accuracy, reliability and validity as to what was said by participants when integrating the information. The research questions and aims of the research guided the content of the interview schedule. A standard interview schedule was used for all participants. During the interview the researcher maintained control and remained focused on the scope and research questions of the research.

1.15   METHODS USED TO ENSURE RELIABILITY

According to Maree (2007:215), reliability is the degree to which a measuring instrument can be repeatable and consistent. Bell (2005:117) agrees with the above definition and describes reliability as the extent to which a test or procedures yield similar results under

constant conditions on all occasions. The researcher developed a standard interview schedule which was applied consistently to all research participants in the same sequence. The interview schedule was scrutinized by the supervisor for reliability purposes. Kothari (2004:111) states that reliability can be verified by finding out the following things about the said data:

- Who collected the data?
- What were the sources of data?
- Were they collected by using proper methods?
- At what time were they collected?
- Was there any bias of the compiler?
- What level of accuracy was desired?
- Was it achieved?

On the other hand, Zohrabi (2013:259) states that the steps below ensure the reliability of the findings:

- The investigator's position

To increase the reliability of the research, the researcher explicitly explained the different processes and phases of the research and elaborated on every aspect of the study. The researcher described the rationale of the study, design of the study and the subjects of the study in detail (Zohrabi, 2013:259).

- Audit trial

In accordance to Zohrabi's (2013:260) views, the researcher should describe in detail how the data are collected, how they are analysed, how different themes are derived and how the results are obtained. This detailed information can help replicate the research and contribute to its reliability (Zohrabi, 2013:260).

- Triangulation

Zohrabi (2013:259) states that collecting varied types of information through different data sources can enhance the reliability of the data and the results, therefore a replication of the study can be carried out easily. The researcher used different data collection methods such as a literature review, structured open-ended questionnaires and structured open-ended telephone interviews (Zohrabi, 2013:259). More than one source of data such as the police detectives, team leaders and commanders in the SAPS, DPCI and IPID were interviewed.

1.16   ETHICAL CONSIDERATION

In accordance to UNISA (2016:11), the researcher adhered to the university policy on research ethics which emphasise the following four internationally recognized moral principles of ethics as bases for research:

- autonomy (research should respect the autonomy, rights and dignity of research participants);

- beneficence (research should make a positive contribution towards the welfare of people);

- non-maleficence (research should not cause harm to the research participant(s) in particular or to people in general); and

- justice (the benefits and risks of research should be fairly distributed among people). The researcher maintained truthful report writing. The researcher obtained permission to conduct research from the SAPS Northern Cape Provincial Office, DPCI Head office and IPID Head Office. According to Leedy and Ormrod (2005:101-103), it is imperative for researchers to adhere to the following ethical issues during research:

- Obtain informed consent and voluntary participation. Participants must be given sufficient information concerning the research to be able to make an informed decision. Therefore written consent will be obtained from the participants.

- The participants must be protected from harm. Therefore the researcher will conduct interviews under conditions where participants will be comfortable and not bare to stress or humiliation.

- The right to privacy of the participants will be respected. Responses by the participants will not be disclosed in a manner that will expose the specific participant, unless the participant agrees in writing to disclose responses.

- Honesty with professional colleagues is imperative. Therefore the researcher will not fabricate data to support specific findings. All sources will be acknowledged accordingly.

- The identity of all participants will be kept confidential. Participants will be informed that their personal details will not be published in the research report.

The researcher ensured that the constitutional right to privacy in the Bill of Rights is adhered to in accordance to the Constitution of the Republic of South Africa Act 108 of 1996 (Department of Justice & Constitutional Development (DoJ&CD) Strategic Plan, 2021/25:13). All sources consulted were referenced and incorporated in the list of references.

1.17   LIMITATIONS OF THE STUDY

- Limited research capacity:

The researcher conducted the research in his own capacity, without personnel and other capacities. This risk was mitigated by limiting the scope of the project and adopting a phased approach during the execution stage.

- Limited budget available:

The researcher used his own funds. This risk was mitigated by restricting the location of research to the Northern Cape Province, thereby cutting travelling and accommodation costs.

- COVID-19 lockdown:

As a result of the spread of Coronavirus, the researcher had to revise the method of data collection and continued with the research using online and telephonic alternatives. Telephonic interviews, complemented by questionnaires were used instead of face-to-face interviews. These methods replaced face-to-face interviews to avoid and prevent the spread of the Coronavirus. Interviews were conducted in terms of the National Disaster Management Act, 2002 regulations.

1.18 RESEARCH STRUCTURE

Chapter 1: General orientation to the study: This chapter is a general orientation chapter of the proposed research study dissertation. It outlines the contents of the dissertation for the readers to have an overview of how the dissertation was constructed.

Chapter 2: Literature review: This chapter focuses on the literature sources consulted pertaining to the study under evaluation. Information such as establishing what members in the SAPS understand about the word "corruption", establishing the root causes of corruption among police members in the SAPS, determining the extent the of the ineffective preventive measures that fuels corrupt behaviour amongst police members in the SAPS, determining measures which are likely to mitigate police corruption and ensure adherence to preventive measures by police members in the SAPS, establishing the socio-economic implications caused by corrupt police members in the SAPS, is of importance.

Chapter 3: Methodology: This chapter focuses mainly on outlining the research process and research methods used to achieve the objectives of the research, which include qualitative research methodology. Moreover, the data collection methods which include the literature review, structured open-ended questionnaires and structured open-ended telephone interviews will be outlined. Interview schedules are used during the interviews. The data Analysis Spiral technique is used to organize and analyse the collected data.

Chapter 4: Research findings: This chapter presents the findings of the literature review and the structured open-ended telephone interviews and structured open-ended questionnaires with research participants selected from police units that investigate corruption. The findings will be based on the research aims and questions as explained in Chapter One of the study.

Chapter 5: Discussions, conclusion and recommendations: This chapter will deliberate on the research findings and identify the limitations of the study. It will also establish whether the research objectives which were outlined in Chapter One had been achieved. Moreover, the significance of the study, and recommendations for future research, as well as the practical contribution will be scrutinised.

1.19   SUMMARY

This chapter dealt with the general orientation of the study. It outlined the contents of the study for the readers to have an overview of how the study was constructed. The problem statement, aims of the research, purpose of the research, and the research questions were discussed. The key concepts were described, and the value of the research was presented. The research design and approach, preliminary literature review, target population and sampling, data collection and data analysis, methods used to ensure validity and reliability, ethics consideration, limitations of the study, as well as the research structure were outlined. Chapter Two will provide an overview of the prevalence of police corruption and non-adherence to preventive measures.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter provides an overview of the literature and secondary data related to the prevalence of police corruption and non-adherence to preventive measures that are put in place in the South African Police Service (SAPS) that already exist. Sekaran (2003:26) maintains that a good research can be achieved through unstructured and structured interviews with the relevant sample, and literature review of the previous research work in the particular problem area. Accordingly, what the word corruption means to members of the SAPS will be established; it will then move on to establish the root causes of corruption in the police. Furthermore, measures that mitigate corruption will be identified. It will also be shown how the existing anti-corruption measures are ineffective because they are being easily and successfully neutralised by perpetrators. A devastating example is the killings of whistle-blowers with the sole purpose to silence them and subsequently to perpetuate corruption unabatedly (Bruce, 2013:16-17). Finally, the socio-economic implications of police corruption will be explored. The study will illustrate how the social life of citizens and the economic development and growth of various organisations and the country at large are adversely affected by corruption.

2.2 UNDERSTANDING POLICE CORRUPTION IN THE SAPS.

The concept of police corruption may be challenging to define because in most countries statutes may not even specifically define a crime called corruption (Ivković, 2003:595). For instance, police corruption is "an act of an officer knowingly doing or not doing something that is against his or her duty for some financial or material gain or promise of such gain" (Punch, 2009:18). On the other hand Sayed and Bruce (1998b:3) describe the term "police corruption" as any illegal conduct or misconduct involving the use of occupational power for personal, group or organisational gain. An act must use either the legal or organisational powers of the police and be motivated by the desire to achieve some identifiable personal, group or organizational gain (Sayed & Bruce, 1998b:3). The

following illegal conducts or misconducts qualify as being corrupt under the above definitions and are specific to the police: favouritism, bribery and related practices, kickbacks and similar payments, diversion of police resources, deceptive practices, theft, and pre-meditated criminal activity (Sayed & Bruce, 1998b:3-14). Chayes (2016), formerly a special adviser to the chairman of the Joint Chiefs of Staff (JCoS), and an expert in South Asia policy, kleptocracy, anti-corruption, and civil-military relations, has this to say:

> "Today, money is the dominant measure of social achievement no matter where it comes from or how it is obtained. It's not about need, it is about winning. To compete in this race for zeroes in bank accounts, elites in countries rich and poor are rewriting the rules in their favour. They are rigging the system. That is what ordinary people mean by "corruption". And it is the existential threat facing our generation. My intent is to combat it, and to help restore to their place of honour other values without which our society cannot endure" (Chayes, 2018).

Deducing from the quote above, it is important to comprehend the extent to which corrupt individuals will go to get what they want by any means possible, disregarding the lives and livelihoods of ordinary law-abiding citizens. It is equally important to understand what ordinary people mean by "corruption". However, it is more important to understand what members of the SAPS understand about "police corruption". Akers and Sellers (2013:4) reasons states that for crime to be committed, three elements must be present: an available target, a motivated offender, and a lack of guardians.

2.2.1 Types of corruption

Policing activities vary from unfriendly attitudes to the public to heavy-handedness, collusion with criminals, and extra-judicial killings have all been documented as amounting to police corruption (Aremu et al, 2011:196). Thus, Basdeo (2010:391-392) refers to types of police corruption and further explains the dimensions associated with each type as follows:

- Corruption of authority – is characterised by an officer receiving some form of material gain by virtue of their position as a police officer without violating the law.
- Kickbacks – is characterised by a police officer receiving services or money for referring businesses to particular individuals or companies. For example, favouritism during the awarding of tenders.
- Opportunistic theft – is characterised by stealing from arrestees, from traffic accident victims, crime victims and the bodies or property of dead citizens.
- Shakedowns – is characterised by acceptance of a bribe for not following through a criminal violation, which is, not making an arrest, not filing a complaint or not impounding property.
- Protection of illegal activities – is characterised by police protection of those engaged in illegal activities (prostitution, drugs, pornography) thus enabling the business to continue operating.
- The Fix – is characterised by undermining of criminal investigations or proceedings or the "loss" of dockets.
- Direct criminal activities – is characterised by a police officer committing a crime against a person or property for personal gain in clear violation of both departmental and criminal norms. For example, a police official involved in vehicle smuggling.
- Internal payoffs – is characterised by the prerogative available to police officers when holidays, shift allocations, promotion etc., are bought, bartered or sold.
- 'Flaking' or 'Padding' – is characterised by the planting of, or adding to evidence.

Furthermore, there is extortive corruption and collusive corruption. Extortive corruption is the easier form to observe and control, while collusive corruption is difficult to observe and control. Collusive corruption is subtle, often hidden behind campaign finance, compensated board positions, exchange of benefits, or some willingness among high-ranking officials to support their friends (Organisation for Economic Co-operation and Development (OECD), 2015:75). Again, with collusive corruption, there is a genuine agreement between participants and they all benefit from the crime (OECD, 2015:75-76).

Lastly, there are additional categories of police corruption which include:

- Internal corruption - is characterised by corruption occurring amongst police officials themselves, involving the bending of departmental rules and outright commission of illegal acts. For example, utilisation of state resources for personal purposes (Basdeo, 2010:389).

- Selective enforcement or non-enforcement - is characterised by police officials abusing or exploiting their discretion. For instance, releasing a suspect from detention for monetary gain (Basdeo, 2010:389).

- Noble cause corruption - is characterised by justification of police officials using devious means to achieve supposedly just ends. These police officials are rule benders who maintain that only this way can they enforce the law, arguing that it serves the public good. For example, unlawfully planting evidence (drugs) to arrest a notorious criminal (Punch, 2009:24 & 25).

- Extortion - is characterised by demanding payment under threat of action by those in conflict with the law. For instance, invoke an element of victimisation or framing by the police (Sayed & Bruce, 1998b:6).

- Bribery corruption – is characterised by taking a bribe, solicited or not, for non-enforcement of a violation. For example, omitting to arrest someone in return for some kind of payment, or obstructing criminal justice process, for example, a detective deliberately making a bad case. One example is a direct intervention in a criminal justice process where a detective destroys a police docket (Sayed & Bruce, 1998b:6).

2.2.2 Criminological theories

According to Akers and Sellers (2013:4), the goal of criminological theory is to help one gain an understating of crime and criminal justice. Theories cover the making and the breaking of the law, criminal and deviant behaviour, as well as patterns of criminal activity. Individual theories may be either macro or micro (Akers & Sellers, 2013:4). Theories can be used to guide policy making, and can be evaluated on a number of criteria including:

clarity, scope, parsimony, testability, practical usefulness, and empirical validity (Akers & Sellers, 2013:4). To better understand and generate more knowledge of the prevalence of police corruption and non-adherence to preventive measures in the Northern Cape, the following criminological theories are explored:

Classical school: this is a school of thought based upon utilitarian notions of free will and the greatest good for the greatest number (Akers & Sellers, 2013:5). At its core, classical criminology refers to a belief that a crime is committed after an individual weighs the pros and cons (Akers & Sellers, 2013:5). The decision to commit a crime is a rational decision, and is best countered through a deterrence-based system (Akers & Sellers, 2013:5). The Italian mathematician and author Cesare Beccaria's ideas have had a far-reaching effect on the establishment of the modern criminal law (Burke, 2009:27 & 28). Beccaria's theory of criminal behaviour is based on the concepts of free will, which has built into many legal codes and has strongly influenced popular conceptions of contemporary justice (Burke, 2009:27 & 28). The theory is summarised as follows:

In order to escape social chaos, each member of society must sacrifice part of their liberty to the sovereignty of the nation-state; to prevent individuals from infringing the liberty of others by breaking the law, it is necessary to introduce punishments for such breaches; 'the despotic spirit', or the tendency to offend, is in everyone; punishments should be decided by the legislature not by the courts; judges should only impose punishment established by the law in order to preserve consistency and the certainty of punishment; the seriousness of the crime should be judged not by the intentions of the offender but by the harm that it does to society; punishment must be administered in proportion to the crime that has been committed and should be set on a scale, or a tariff, with the most severe penalties corresponding to offences which caused the most harm to society; the most serious crimes are considered to be those that threaten the stability of society; punishment which follows promptly after a crime is committed will be more just and effective; punishment has to be certain to be effective; laws and punishments have to be well publicised so that people are well aware of them; punishment is imposed for the purpose of deterrence and therefore capital punishment is unnecessary and should not

be used; the prevention of crime is better than punishment; and lastly, activities which are not expressly prohibited by law are therefore not illegal, and are thus permissible (Burke, 2009:27 & 28). Cesare Beccaria attributed criminal behaviour to incorrect upbringing or socialisation rather than innate propensity to offend (Burke, 2009:29).

Rational choice: This is the 1980s formulation of classical criminology (Akers & Sellers, 2013:6). While the beliefs of rational choice theory can be traced back to eighteenth-century philosopher Cesare Beccaria, this version adds a new dimension that emphasizes the expanding role of the economist in criminological thought (Akers & Sellers, 2013:6). The emphasis is placed on the expected reward for committing a crime, and other associated costs and benefits surrounding criminal activity (Akers & Sellers, 2013:6). Being involved in crime is the outcome of a career decision, it is a chosen way of life, a way of making a living, and one of a range of options (Burke, 2009:50). Hence Burke (2009:50) maintain that the key premises of rational choice theory can be summarised in the following five proposals:

- Most criminals are normal, reasoning people. The mode of reasoning used by all adults, with perhaps the exception of the mentally ill, is rational.
- Rationality is a mode of thinking in which individuals are able to accurately distinguish means and ends. What individuals want and the ways that are available to them for obtaining those ends. For example, ends: possessing a certain amount of money for a certain amount of work; and means: paid employment, buying a lottery ticket, or stealing it.
- For each of the different means available to them, rational actors are also able to calculate the likely costs (things they do not want to happen) and benefits (how many or how much of their ends they can achieve) of following a course of action.
- If benefits outweigh costs, do it. If costs outweigh benefits, don't do it.
- So, according to rational choice theory, it is not necessary to consider prior causes, previous circumstances and structures. All that matters are the rational judgements and calculations facing a given person, with their particular set of ends and preferences, in a given situation (Burke, 2009:50).

Routine activities: this theory states that for crime to be committed, three elements must be present: an available target, a motivated offender, and a lack of guardians (Akers & Sellers, 2013:4). Burke (2009:53) state that the crime event can take place if there are other persons or circumstances in the locality that encourage it to happen but, on the other hand, the offence can be prevented if the potential victim or another person is present who can take action to deter it.

Differential association: this is a theory of crime and delinquency developed by Sutherland (Akers & Sellers, 2013:17). Criminality is basically the result of engaging in inappropriate behaviours exhibited by those with whom we interact (Akers & Sellers, 2013:17). Moreover, Sutherland first used the term 'differential association' to explain interaction patterns by which thieves were restricted in their physical and social contacts to association with like-minded others and it was at this stage of its development more or less a synonym for a criminal subculture (Burke, 2009:104-107). In 1939 the concept was used to develop a theory of criminal behaviour where it was proposed that crime is a learned activity much like any other (Burke, 2009:104-107). Sutherland argued that it is the frequency and consistency of contacts with patterns of criminality that determine the chance that a person will participate in systematic criminal behaviour (Burke, 2009:104-107). The basic cause of such behaviour is thus the existence of different cultural groups with different normative structures within the same society that have produced a situation of differential social organisation. (Burke, 2009:104-107).

Conflict: The view that society is divided into two or more groups with competing ideas and values (Akers & Sellers, 2013:33). The group(s) with the most power makes the laws and controls society (Akers & Sellers, 2013:33). Groups lacking the formal power to make the rules still maintain their own group norms, and continue in their behaviour, which is now viewed as criminal by the larger society. This perspective explains both law and criminal justice (why some acts are legally defined as criminal), as well as criminal and deviant behaviour (why some individuals commit acts defined as criminal) (Akers & Sellers, 2013:33).

Racial Profiling: This theory refers to actions taken by the police based solely on the race of an individual (Akers & Sellers, 2013:33).

Political Crimes: Crimes committed by radical groups to overthrow a government or overturn a government action, or crimes committed by government officials to control groups seen as a threat (Akers & Sellers, 2013:33). Which side in any given conflict is labelled radical depends upon which side one supports and which side wins the dispute (Akers & Sellers, 2013:33).

Deterrence: this is a core principle of classical school and rational choice theories (Akers & Sellers, 2013:5). This theory states that crime can be controlled through the use of punishments that combine the proper degrees of certainty, severity, and celerity (Akers & Sellers, 2013:5). Deterrence is a key element in the U.S. justice system (Akers & Sellers, 2013:5).

Retribution: this refers to making the punishment fit the crime. Also referred to as "an eye for an eye" (Akers & Sellers, 2013:5).

2.2.3   Police perspective on corruption

By drawing on the interviews conducted by Vigneswaran and Hornberger (2009:17-31) below, it is evident how easily many members of the SAPS get involved in corrupt activities on a daily basis, and for various reasons. More importantly, the interviews below show what members of the SAPS understand about "police corruption". For instance, in Vigneswaran and Hornberger (2009:11, 30-31), affiliated researcher Barbra Nyangairi interviewed Inspector Mofokeng of the SAPS. Inspector Mofokeng confirmed that junior police officers must be motivated, but there is little motivation as most experienced police officers are working and relaxing in courts as court orderly, and senior officers have moved from everyday policing into management and strategic positions in offices. Inspector Mofokeng added that nowadays people join the police service to hide their illegal actions like robberies and corruption outside their working hours. Inspector

Mofokeng also confirmed that "hiding within the police" and "stealing time" is informally well-known and common practice in the SAPS (Vigneswaran & Hornberger, 2009:30-31). Nyangairi found that time is stolen in many forms in the SAPS, as people sit inside the police station and do not follow up on dockets that have been already opened. Some come to work late, some leave early, while others report on duty and go out pretending to work. Some are absent from work, operating their private businesses outside the police service. Nyangairi concludes that while it is not criminal conduct or a form of corruption that results in monetary gain, stealing time has far-reaching consequences in the delivery of services.

Another example is when affiliated researcher Sian O'Faolain was patrolling with police officers and he observed how police officers took food or money for food from men who owned shops or shebeens in the townships (Vigneswaran & Hornberger, 2009:16). During one of the patrols with the police officers, they pulled in behind a vehicle parked outside a gated and fenced house. A man came out and greeted the police officers, commenting that it was a hot day. He casually took out his wallet and gave R40 to the police Constable, who passed it over to the second police Constable sitting in the car. As they drove off the second police Constable cheeringly told O'Faolain that the man gave them the money for cool drinks because it was a hot day. They said the man owned a shebeen in the township and that the vehicle belonged to him (Vigneswaran & Hornberger, 2009:17).

During another routine patrol in a busy street in Johannesburg Central, affiliated researcher Xolani Tshabalala observed a female police officer suddenly disappear into a house without prior notice. The other police officers in the vehicle started complaining about her many friendships, saying that they are not here to patrol people's houses. It turned out that the female police officer had a granny friend of Indian descent living in that house. She reappeared from this house after 20 minutes, filled with joy. She confirmed that the granny kept asking her to come stay with her. She also mentioned that she has friends everywhere in the Johannesburg Central policing precinct and that she can get

her hair done at Noord Street at no cost if she wishes (Vigneswaran & Hornberger, 2009:27).

In addition, while affiliated researcher Xolani Tshabalala attended a police parade that precedes the daily work of police officers in the field, he observed a surprise visit at the parade by a Police Superintendent. Tshabalala observed how the Police Superintendent expressed her concern through an address to junior police officers at reports of police officers soliciting for and accepting bribes during their work. The Police Superintendent promised to discipline those that were caught taking bribes. She seemed to be upset and serious, like someone who will carry through her promise. The junior officers were listening attentively to her address. She concluded that perhaps she should ensure that there is regular checking of every police officer's wallet when they leave the parade for the field in the morning and when they come back in the afternoon, to see if they still had more or less the same money in the wallets (Vigneswaran & Hornberger, 2009:24). The Western Cape Anti-Gang Unit commander Lieutenant-Colonel Charl Kinnear was killed on 18 September 2020 *(Killian v S,* [2021:1]). Kinnear was investigating several high-profile investigations which involved well-known underworld gang members, including alleged police corruption matters *(Killian v S*, [2021:7]).

A further instance of police corruption happened when a covert police officer was approached by corrupt police officers who wanted to sell contraband. The covert police officer helped his handler to set a trap using another undercover police officer, ending in the conviction of three corrupt police officers (Altbeker, 1998:45). Furthermore, in another incident, a former police officer from the security branch described how his position as a member of the unit tasked with following and watching over the right-wing was frustrated by his commanding officer who had well-known right-wing friends, which endangered the officer's sources (Altbeker, 1998:45). The above incidents confirm that corruption in the SAPS is not a unique problem in the present, and police officials understand what "police corruption" is (Altbeker, 1998:45).

The commonly held view by the following researchers, Punch (2009:18), Sayed and Bruce (1998b:3-14) is that corruption is an act or omission by an individual(s) knowingly doing or allowing an illegal act to happen for some personal financial gain. The individual(s) must have occupational or legal powers to commit corruption. Unquestionably, it can be deduced that most police officers understand the meaning of "police corruption" very well. In the above scenarios, even the colleagues of corrupt police officials are not happy witnessing such corruption. However, most police officers who witness corrupt activities almost daily from their colleagues, have normalised and learned to live with it.

2.3 THE ROOT CAUSES OF CORRUPTION IN THE POLICE

Corruption is a problem that has been encountered around the world, throughout history wherever there are police agencies (Newham & Gomomo, 2003:5). Therefore, the causes of corruption are diverse and complex in nature, hence scholars have produced a variety of models and categories of causal factors (Prenzler, 2009:18). In most cases police corruption arises primarily from shortcomings in recruitment, training and promotion, resources such as pay and equipment, systems of accountability within the departments, courts and the law, the institutional culture that inhibits the development of professional police standards (Williams, 2002:87-96). On the one hand, Jain (2001:77-85) refers to discretionary powers, value of economic rents, deterrents to corruption, income from corruption, legitimate income or unfair wages, strengths of political institutions, moral and political values of society, as well as penalties for corruption as the determinants of police corruption. Basdeo (2010:392-394) refers to the type of person or personality, authority and discretion that comes with being a police officer, the code of secrecy associated with the police subculture, society's ambivalence towards certain forms of criminal behaviours that police officers are called upon to control and unfavourable salaries of police officers compared to other public servants as the probable causes of police corruption. Conversely Aremu et al (2011:199 & 205) refer to low emotional intelligence as a probable cause of police corruption.

2.3.1 Personal moral failure

Prenzler (2009:18) confirms that most modern accounts concerning corruption are concerned with identifying causes instead of considering personal moral failure, which is often an important element in initial decisions to engage in corruption. For instance, moral behaviour includes value representations that can be acquired through experience and practice, such as practising and learning to do what is right. An example of a police official with personal moral failure is Captain Morris "KGB" Shabalala, who, with at least two criminal convictions for armed robbery, mastering a cash-in-transit heist and attempted murder, was able to work for crime intelligence and get the highest clearance in the police service (Saba, 2017). After a lengthy court case Shabalala was convicted of robbery and received a 10-year sentence (Saba, 2017). The eighteenth-century philosopher Cesare Beccaria attributed criminal behaviour to incorrect upbringing or socialisation rather than innate propensity to offend (Burke, 2009:29). Hence it is important to do a thorough background check during the screening process when recruiting new staff (Kumssa, 2015:6).

2.3.2 Recruitment, training and promotion of staff

The screening of potential employees during recruitment process is very poorly done (Kumssa, 2015:7). There are no proper standards and selection procedures. Hence people with criminal records and mental problems end up in the police service. Unquestionably, nepotism; favouritism; jobs for sale or sex; and unqualified staff being hired are the state of affairs in the SAPS (Kumssa, 2015:6). Furthermore, the training of staff is poor, unprofessional and not continuous, which means the continuous development of staff is not monitored (Kumssa, 2015:7). Everyone can be a trainer as no academic qualifications are required. Furthermore, the training period is very short and modules are condensed as a result. In fact, there are no monitoring mechanisms in place to review the impact of training programmes (Kumssa, 2015:7).

More importantly, personnel feel that they are not promoted due to factors such as nepotism, favouritism, jobs for sale or sex, and rejecting unlawful instructions from corrupt management (Kumssa, 2015:7). Hence police officials are demoralised because some can even be on one level (rank) for more than two decades (Kumssa, 2015:7). For example, in March 2018 Brigadier Khomo and General Mkwanazi from SAPS Crime Intelligence (CI), approached members of the IPID's Task Team, promising them promotions in the SAPS CI if they agreed to give false statements implicating Robert McBride and other senior IPID members involved in investigating Phahlane (McBride, 2018:7). In another incident, the South African Police Union (SAPU) publicly accused the then SAPS National Commissioner, General Bheki Cele of nepotism. The union argued that General Cele had appointed his family members and friends to senior positions in the police, overlooking better qualified members and not following normal procedures. Consequently, a public debate about his leadership as National Commissioner followed and most opposition parties called for his dismissal (Burger, 2011:14).

Thus, to prevent and detect fraud and corruption with regard to recruitment, training and promotion, various prescripts were issued and should be thoroughly implemented by SAPS management:

- The revised SAPS Employment Regulations, 2018, to comprise a specific chapter to bring into line with Chapter 2 of the Public Service Regulations, 2016 (SAPS Annual Report, 2018/19:269).
- Promotion of personnel should follow the agreement on promotion and grade progression policy of the SAPS in terms of the Employment Equity Act 55 of 1998 (SAPS Annual Report, 2015/16:227).

Furthermore, the screening process for recruitment should be so efficient that it ensures that the integrity of potential candidates is beyond reproach at all times (Kumssa, 2015:6). Therefore nepotism, favouritism, jobs for sale or sex, and unqualified staff being hired should not be tolerated. On the other hand, training of recruits should include subjects

dealing with anti-corruption and integrity; ethical codes of conduct and departmental procedures in dealing with corruption. Knowledgeable resource experts and mentors should be selected, with the objective to change the mind-set of police officers towards corruption, integrity and upholding the law at all times. The training programmes should be continuous to allow the introduction of new skills for fighting corruption. Furthermore, monitoring mechanisms should be put in place to review the impact of the training programmes and to ensure that initial objectives were met (Kumssa, 2015:6-7). Accordingly, high-performing police officers should be recognised for their dedication and exemplary work, and promoted with fairness (Kumssa, 2015:7).

2.3.3 Institutional culture

It is now universally accepted that corruption is an occupational hazard of policing (Newham & Gomomo, 2003:5). For instance, where there are police officials with powers to investigate crime and enforce the law, there will be individuals and organizations who will try to manipulate them by offering cash or other rewards (Newham & Gomomo, 2003:5). The more this behaviour becomes a norm in the policing environment, the more policing resources are diverted from fighting crime (Newham & Gomomo, 2003:5). Moreover, police duties have evolved into a common form across the world, and with these come a common set of pressures and opportunities for corruption (Prenzler, 2009:2).

Even though police officers are sworn to protect the citizens within a jurisdiction, many are involved in corrupt activities for different reasons (Gate-White & Buckley, 2017:2). This is due to the fact that all humans, police officers included, are easily tempted by corruption. Many people believe that police corruption is caused by society at large, by influences within the departments, or by a disposition toward corruption in individuals drawn to police work (Gate-White & Buckley, 2017:2). Hence Akers & Sellers (2013:17) postulates that criminality is basically the result of engaging in inappropriate behaviours exhibited by those with whom we interact.

Equally, the problem of corruption is influenced by a large number of institutional culture and environmental factors (Newham & Gomomo, 2003:5). For instance, in South Africa the transformation of the police service has witnessed entreaties, internally and externally, of poor management and lack of discipline of police officials. The poor management and lack of discipline results in a developing sense of impunity to develop amongst police officials as the perceptions of accountability start to erode, and vulnerable and already corrupt police officials are trapped deeper into the curse of corruption (Basdeo, 2010:393). A further instance of this is that many detectives believe that corruption has increased among detectives which can be linked directly to the various factors which have undermined the feeling of pride and loyalty they shared (Altbeker, 1998:80).

2.3.4 Low remuneration and greed

On the whole, police work involves frequent contact with criminals who are spurred to trade benefits for immunity from prosecution. This lucrative demand-and-supply situation applies to any illegal behaviour coming to police attention, which may result in corruption when individuals act opportunistically (Prenzler, 2009:20). Thus, corrupt police officers start using their powers to earn extra cash by either protecting criminals or deliberately failing to enforce the law (Newham & Gomomo, 2003:5).

There is a conception among members of the SAPS and the South African society that police officials are poorly paid and that this is one of the main contributing factors of high police corruption (Basdeo, 2010:393). Consequently, some police officials justify police corruption by reasoning that they are poorly paid, not promoted, and that their employer does not care (Basdeo, 2010:393). As a result, police officials feel entitled to use their official powers to meet their perceived needs. Hence many police officials feel that being poorly paid is one of the main factors contributing to the high levels of police corruption in the SAPS (Basdeo, 2010:393). This is an indication that many police officials tend to live beyond their means, and then they resort to corrupt means to supplement their salaries.

2.3.5   Inadequate accountability mechanisms

There are elements that enable corruption within the police organisation which include inadequate accountability mechanisms or poor implementation thereof (Kumssa, 2015:7-8). The results of inadequate accountability mechanisms lead to abuse of power; poor transparency; as well as lack of supervision (Kumssa, 2015:5). Many police officers commit corruption with no compunction because there are no sound preventive measures in place (Kumssa, 2015:7). Subsequently, the ineffective preventive measures are perpetuated by corrupt police officers who protect and turn a blind eye because they are accomplices to corrupt activities (Basdeo, 2010:398). The public sector has some good accountability mechanisms such as the Public Finance Management Act (PFMA), but if those accountability mechanisms are not correctly implemented, they become ineffective.

2.3.6   Weak procurement processes

There are many   shortcomings and inadequacies in the system. For example, there are potential loopholes created by preferential procurement; no uniform procedures and policies for blacklisting corrupt vendors or public servants; a slow and cumbersome disciplinary process; lack of skills and understanding to ensure good risk management in many parts of the public service; and   lack of comprehensive and effective management information systems which all exacerbate the inability   of the campaign to ensure effective controls and to prevent and detect corruption (DPSA, 2003:74). Given the above examples, it is evident that existing procurement processes are deliberately ignored through non-compliance and unjustified deviant processes.

The accountability for the prevention of corruption must therefore become the responsibility of every public service manager (DPSA, 2003:74). Thus, this accountability must not be left to reside only with internal audits, forensic or security units of the SAPS.

2.3.7   Political influence

There are police protection rackets that are a by-product of a political process in which minority lobby groups successfully influence politicians to criminalise activities from sections of the majority (Prenzler, 2009:20-21). Consequently, the desired outcome is achieved when powerful and corrupt public officials have their morality enshrined in law. Consumers can satisfy their desires, suppliers make a living, politicians maintain their power, and the police increase their income while keeping their political masters satisfied. When this stable state is slightly threatened, occasional adjustments in the form of police raids and prosecution are unleashed. Ultimately, this corrupt system can survive for decades with little maintenance (Prenzler, 2009:21). Akers and Sellers (2013:33) make mention of political crimes theory, which refers to crimes committed by radical groups to overthrow a government or overturn a government action, or crimes committed by government officials to control groups seen as a threat. Which side in any given conflict is labelled radical depends upon which side one supports and which side wins the dispute (Akers & Sellers, 2013:33).

Interference with the operational running of the SAPS could easily accelerate police corruption. The Civilian Secretariat for Police Act was passed in March 2011, which freed the Secretariat from the bounds of the SAPS Act (Faull, 2011:7). Among other things, the Secretariat provides policy and strategic support to the Police Minister; provides civilian oversight of police; liaises with stakeholders; and contributes towards effective, ethical and efficient policing; and monitors the performance and utilisation of the budget of the SAPS (Faull, 2011:7). However, the Secretariat should not interfere with the operations of the SAPS (Faull, 2011:7) Secondly, the portfolio committee on police is responsible for the oversight of the SAPS. The portfolio committee is responsible for monitoring the action of the Minister of Police; the National Commissioner of Police; the National Secretariat; the IPID; the DPCI; as well as the legislation relating thereto (Faull, 2011:9-10). However, if the SAPS is not complying with legislation or its mandate; is underperforming; or does not take sufficient steps to

curb corruption, it is then its responsibility to hold the SAPS to account (Faull, 2011:9-10).

2.3.8 Code of silence

In general, crime is a contentious issue in South African communities. This is compounded by persistent police corruption, which oftentimes ensures that criminals go unpunished (Newham & Faull, 2011:14). For instance, Newham and Faull (2011:14) state that one of the most significant generic characteristics of police culture that promotes corruption is what has been called the "code of silence", which is a strong informal agreement among police officials that no officer will report the misconduct of a fellow officer, or cooperate with any investigations against them. In this way, secrecy becomes "a protective armour shielding the force as a whole from public knowledge and infringements" (Newham & Faull, 2011:14).

In conclusion, the commonly held view by researchers such as Prenzler (2009:18), Newham and Gomomo (2003:5), and Williams (2002:87-96) is that causes of corruption emanate mainly from personal moral failure, inadequate accountability mechanisms, shortcomings in recruitment, training and promotion, poor salaries, low emotional intelligence, as well as influence from individuals and organisations trying to bribe the police officers.

2.4 MEASURES THAT MITIGATE CORRUPTION

The study of corruption has come of age, as an increasing number of academics publish articles on this subject and several international organisations are intent on combating various forms of corruption (Jain, 2001:71). To maintain public order and the rule of law, police corruption should be dealt with harshly and consistently. More often than not, most developing countries such as South Africa have magnificent policies in place, but they are insufficiently implemented as a result of organisational inefficiency and extreme corruption (Kumssa, 2015:7). Therefore, a holistic approach should be taken when

addressing police corruption in the SAPS (Kumssa, 2015:7). To successfully mitigate corruption, a deterrence theory, which is a core principle of classical school and rational choice theories would be an effective mechanism (Akers & Sellers, 2013:5). This theory states that crime can be controlled through the use of punishments that combine the proper degrees of certainty, severity, and celerity (Akers & Sellers, 2013:5). In addition, the problem of police corruption is more of an institutional and societal problem rather than an individual or group problem. For that reason it should be addressed from an institutional and societal perspective (Kumssa, 2015:8). In the 2018/2019 financial year, the SAPS went on board on reviewing existing strategies and shaping several crime fighting strategies that would bring the Department to the realisation of Vision 2030. According to the SAPS Annual Report (2018/19:10), the following strategies were concluded for putting into practice, in 2018/2019:

• Recruitment, Selection and Retention Strategy/Recruitment Strategy
• Reviewed SAPS Transformation Plan
• Contract Management Strategy
• Employee Health and Wellness Strategy
• Ethics and Anti-Corruption Strategy (Anti-Corruption)
• Community Policing Strategy
• Junior Leadership Concept
• Anti-Gangsterism Strategy Implementation Plan
• Cold Case Strategy

2.4.1 Leadership reproach

Several international organisations are keen on combating various forms of corruption (Jain, 2001:71). For instance, the World Bank president James Wolfenson brought the world to the attention of the importance of fighting corruption during a joint annual meeting of the International Monetary Fund (IMF) and the World Bank in 1996 (Jain, 2001:102). In 1997, he announced that fighting corruption would be a top priority of his institution (Jain, 2001:102). Similarly, during the State of the Nation Address (SoNA) in 2022,

President Cyril Ramaphosa emphasised that the nation is standing together against corruption to ensure that the perpetrators of state capture are punished for their crimes. The President further confirmed that the government is rebuilding the state and restoring trust and pride in public institutions (The Presidency, 2022:3). A top strong leadership that is beyond reproach and the quality of the police service is the start to successfully ending police corruption. The government and the SAPS leadership must lead with vision and integrity, which the entire SAPS will emulate as such, and visa-versa (Kumssa, 2015:7). Unquestionably, leadership that is beyond reproach to ensure sustainability, strong, ethical, exemplary, incorruptible and dedicated leadership that will champion the anti-corruption war, is critically imperative (Basdeo, 2010:387). For instance, the SAPS National Commissioner General Sitole, who was appointed in November 2017, has committed himself to oversee attempts at eradicating the widespread and deep corruption among senior members of the SAPS. As a result, General Sitole's commitment has already seen at least 20 high-ranking officers being charged criminally (Thamm, 2021). A further instance of General Sitole's commitment to fighting corruption is a range of charges against senior police officials which include corruption, fraud, money laundering, theft and perjury in a R56 million police vehicle branding project (Mathe & Twala, 2020).

2.4.2 Community engagement

The members of the SAPS come from and live in South African communities. When community members believe the police are honestly interested in community perspectives and problems, they will begin to regard the police as an integral part of that community (Bureau of Justice Assistance, 1994:5). It is therefore very important for leaders to know and enhance the moral compass of the communities they serve. Good relationships, especially with the youth will result in responsible and trustworthy police officials who are beyond reproach. As pointed out by Kumssa (2015:7), the leadership should ensure that the community knows that the police are there to serve them, and they should never be required to pay bribes for services they are entitled to as law-abiding and tax-paying citizens. The community should be encouraged to report police corruption through simple and easy accessible systems such as letters; emails;

electronic social media and 24-hour telephone hotlines. On the other hand, leaders should also use the available technology platforms to reach and engage all communities they serve (Kumssa, 2015:7). Most importantly, face-to-face meetings (imbizos) should be held with communities with the purpose to share ideas on security issues and corruption prevention measures. An example of the engagement is seen when General Sitole was quoted saying:

> "I am grateful for the cooperation and support of the communities that we serve. Communities play an important role in fighting crime. I wish to urge citizens and members of the community to become active at local levels and support endeavours to address the causes of crime" (SAPS Annual Report, 2018/19:27).

Moreover, Vision 2030 of the National Development Plan (NDP) requires communities to work together with the police to ensure that all people living in South Africa feel safe and are actually safe. In accomplishing this vision, the NDP explicitly accentuates, "building safer communities", "building a capable state", "promoting accountability and fighting corruption", which are imperative for the SAPS (SAPS Annual Report, 2018/19:10). Consequently, several aftermaths have been articulated through the Medium-Term Strategic Framework (MTSF) 2014-2019, to assist the SAPS in the execution of the NDP (SAPS Annual Report, 2018/19:10). Among these outcomes are:

- Outcome 3: All people in South Africa are and feel safe.
- Outcome 11: Create a better South Africa and contribute to a better Africa and a better world.
- Outcome 12: An efficient, effective and development-oriented public service.
- Outcome 14: A diverse, socially cohesive society with a common national identity.

However, these outcomes can only be achieved through collaboration, working together to establish new partnerships and strengthening existing partnerships, thereby ensuring that, collectively, communities provide an integrated, coordinated, efficient and effective

service to all, by putting people first (SAPS Annual Report, 2018/19:10). By engaging broad community consultation and partnership, goals will be driven by a stronger sense of active citizenry, in trust with society and other interested parties, thus ensuring the safety and security of the community (SAPS Annual Report, 2018/19:10).

Furthermore, Berthin (2011:25) states that recently, social media platforms like Facebook and Twitter (now X) have been playing an increasingly significant role to channel citizens' initiatives to uncover corrupt practices and mismanagement, as well as to hold governments accountable. Independent bloggers, as well as the likes of Wiki-Leaks and other groups of citizens, have forced institutions to improve transparency and accountability. Berthin (2011:26) states further that decision-makers are increasingly becoming more aware of pressures coming from ordinary citizens and are beginning to accept social audit as a way to promote citizen participation and as transparency mechanisms. Most international donor organizations recognize now more than ever the need for governments to be accountable to their citizens and citizens' rights to demand transparency and accountability (Berthin, 2011:26). Apart from this, the international donor community and international Non-Government Organisations (NGOs) such as Transparency International have come to share the understanding that accountability and transparency matter for democratic governance (Berthin, 2011:26). Other International organizations which include the United Nations Development Programme (UNDP), the World Bank, the European Union, and many bilateral donors are providing substantial support to social auditing activities in a host of countries around the world, and they are being forced to be more transparent at what they do (Berthin, 2011:26).

Indeed, social audit has become a key component of any democratic governance and anti-corruption strategy (Berthin, 2011:26). For instance, the social audit can provide answers to the key question of the number of public resources being managed by governments. As a result, increasing focus is now also given to issues of quality of use of those public resources, including the access and quality to public services, social and economic investments, public policies and decisions (Berthin, 2011:26). For example, Luckhoff (2021) states that the North-West University (NWU) Business School in

Potchefstroom planned to l establish a specialised unit in the year 2021 that will focus on the impact of corruption and commercial crime, as well as the fight against corruption and the awareness thereof. The university planned to create an index that will measure South Africa's ability and that of other countries to fight these scourges. Luckhoff (2021) lists key signifiers that would indicate the extent of corruption and action taken against it as follows:

- Media – are the country's media free? In South Africa the media are already playing a significant role in exposing corruption. For instance, the State Capture Commission of Inquiry has created enormous awareness and transparency on corrupt activities by the public sector as well as the private sector.
- Financial reports – are the country's financial reports transparent? In South Africa the Auditor General is responsible for these reports, which seem to yield no or very little consequences for culprits.
- Public procurement – the levels of effectiveness and transparency of these processes are of great importance.
- Law enforcement – the levels of effectiveness and independence need to be taken into account.
- Legislation around whistleblowing – how effective are these legislations, for example, the protection of whistle-blowers and witnesses?

In addition, Luckhoff (2021) indicates that the NWU will determine whether the country improves or declines, and how South Africa compares to other countries on a yearly basis. The index will measure the fighting capacity of a country, instead of stating the prevalence of corruption. Indeed, this is an interesting approach by the NWU to assist the SAPS in the fight against corruption.

2.4.3 A culture of high integrity

The SAPS is one of the most important public institutions in South Africa's society. Hence among other responsibilities, it is entrusted with upholding the law and order; protecting

property and to fight organised crime and corruption. Due to the significant role they play in society, their association with corruption undermines the trust for public authority and for the effective fight against crime (Kumssa, 2015:1). The SAPS as an institution should therefore adopt a culture of high integrity and discipline. To achieve this enormous responsibility, the SAPS established an Integrity Management Service as a selected ethics office, in obedience with Chapter 2 of the Public Service Regulations, 2016 (SAPS Annual Report, 2018/19:269) during 2016/2017. The SAPS also established an Ethics Committee to superintend the institutionalisation of ethics and integrity within the SAPS (SAPS Annual Report, 2018/19:269). Furthermore, in June 2018 the SAPS implemented an Ethics and Anti-corruption Strategy, which is meant to enhance initiatives to prevent and detect issues of unethical conduct, fraud and corruption (SAPS Annual Report, 2018/19:269). The Integrity Management Service, in conjunction with the Strategic Management Component, monitor the implementation of the strategy. The strategy consists of five pillars, namely, Leadership Imperative, Prevention, Detection, Investigation, and Resolution of unethical conduct and corruption (SAPS Annual Report, 2018/19:269). Accordingly, the SAPS is in the process of establishing a dedicated ethics hotline for this purpose, as well as the direct reporting to the Integrity Management Service and the Anti-corruption Units (SAPS Annual Report, 2018/19:270).

Moreover, a high moral compass should be instilled into the institution's culture. Indeed, instilling ethical behaviour in the SAPS is imperative. This is illustrated in the Integrity Management Poster Figure 2.1 below, which emphasises a high standard of ethics required from all SAPS employees. It should be noted that for awareness purposes, the SAPS Risk and Integrity Management component disseminated the poster through the intranet and email to reach all employees in the SAPS.

Figure 2.1 Integrity Management Poster *(Source: SAPS Internal Communication*

Communication Nodal Point and Internal Liaison, 2018).

2.4.4 Competitive and adequate remuneration

The low remuneration of police officers is one of the major causes of police corruption (Kumssa, 2015:5). The low salaries prompt police officers to solicit bribes to supplement their household expenses or to put their children through basic and higher education (Kumssa, 2015:5). Indeed, low remuneration does not only breed corruption, but also

stands in the way of attracting skilled and competent personnel to the SAPS (Kumssa, 2015:5 & 7). Therefore, to mitigate police corruption the employer should consider the introduction of proper and competitive salary scales. On the whole, a financially stable employee will most unlikely be involved in corruption.

2.4.5   Adequate accountability mechanisms

South Africa is involved in several anti-corruption initiatives on the international level, namely, the United Nations Global Programme against Corruption, as well as the United Nations Convention against Corruption (DPSA), 2003:i). In addition, South Africa launched the National Anti-Corruption Programme in 1997, followed by Public Service and National Anti-Corruption Summits (DPSA, 2003:i). Moreover, in 1999 South Africa co-hosted the 9th International Anti-Corruption Conference (DPSA, 2003:i). Finally, in 2002 South Africa adopted the Public Service Anti-Corruption Strategy (DPSA, 2003:i). As a result, the assessment by government showed good progress in implementing the resolutions of the Summits, as solid systems to fight corruption were put in place by state owned enterprises, including the SAPS (DPSA, 2003:i). Nevertheless, at operational level the successful implementation continues to be a problem due to absence of clear anti-corruption legislation, insufficient co-ordination of anti-corruption work within the public sector and sectors of society, as well as poor information on corruption and the impact of anti-corruption measures (DPSA, 2003:i).

Furthermore, the reactive (investigations) and punitive (prosecutions) approach as preventive measures are usually inadequate to tackle an endemic police corruption problem (Newham & Gomomo, 2003:5). Hence the SAPS is in dire need of effective measures to mitigate police corruption. To curb police corruption leaders and society at large must take cognizance of its prevalence, recognize its seriousness as a problem and express commitment to combat it (Basdeo, 2010:387). For example, the SAPS Annual Report (2018/19:279) indicates that the SAPS management regards corruption as a very serious offence and encourages and supports the use of existing mechanisms by the public, or its members, to report allegations of corruption that involve members of the

SAPS. Hence on the 1st of January 1996 the then national commissioner of the SAPS, George Fivaz, formally established the National Anti-Corruption Unit (NACU) in the SAPS to investigate all allegations of corruption within the SAPS; initiate and implement an anti-corruption awareness programme amongst employees of the SAPS; identify and report dysfunctionality in the SAPS; develop and maintain an effective integrated information management system to support corruption investigations within the SAPS; co-ordinate all anti-corruption investigations in the SAPS; and educate employees in the SAPS on corruption prevention (Newham & Gomomo, 2003:6 -7).

From 1996, the dedicated Anti-Corruption Unit (ACU) achieved great success which climaxed in the year 2000 when 1048 police officials were arrested and charged by the ACU (Basdeo, 2010:394). Consequently, the ACU played a significant role in sending out a message that crime was to be fought with clean hands, and corruption will not be tolerated in the SAPS (Basdeo, 2010:394). It should be noted that even the convicted former National Police Commissioner Jackie Selebi praised the ACU in the SAPS annual report for their top performance. However, in contradiction with the formation of the ACU, in 2002 the same National Police Commissioner decided to shut down the unit, maintaining that its functions fell within the mandate of the Organised Crime Unit (OCU) (Basdeo, 2010:394). As a result, the arrests and prosecution of police declined thereafter, from 1048 arrests in 2000 to only 222 suspensions of police officials during 2006/7 (Basdeo, 2010:395). Apart from this, the statistics indicating the involvement of police officers in corruption indicate that from 2012 to 2015 only 297 cases of police corruption were reported (Saba, 2017).

Burger and Grobler (2017:2) recommend that to establish an effective ACU, the SAPS must:

- Select the right people for the anti-corruption unit, which is crucial. The selection process should include thorough psychological and integrity tests.

- Ensure that the head of the anti-corruption unit is an officer of senior rank with the authority to get things done within the organisation.

- Ensure that all unit heads and other senior staff must have top security clearance. The unit should have its dedicated budget, specialised equipment and logistics support.

- Because investigating police corruption is a high-risk undertaking, it requires a secure database and information systems.

- The SAPS Act 68 of 1995 should be amended to provide for the functioning and powers of this unit.

- Continuous training of personnel, tailored for those involved in specialised investigations, is very important.

The SAPS has established more investigative units to fight against corruption. In 1997 the Independent Police Investigative Directorate (IPID), formally known as the Independent Complaints Directorate (ICD) was established under Chapter 10 of the South African Police Act of 1995 (Faull, 2011:3). Similarly, the Directorate for Priority Crime Investigation (DPCI) was established in 2009 under the South African Police Act of 1995 (Faull, 2011:2). Both these units have, as one of their functions, a mandate to investigate corruption in the police (Faull, 2011:2-5).

Furthermore, during the launch of the Anti-Corruption Strategy, General Sitole once more declared that the management of the SAPS demonstrates their commitment to fighting corruption and to enhance ethical behaviour in the organization (SAPS, 2018). The launch coincided with Africa Public Service Month, which was also celebrated in June 2018 (SAPS, 2018). General Sitole stated the reason for the integration is that the theme for Public Service Month's celebrations is: Winning the fight against corruption: A sustainable path to African Public Sector Transformation (SAPS, 2018). The following sub-themes were also adopted: Embedding ethical leadership in the public service and strengthening the effective implementation of anti-corruption measures to realise Agenda 2063 (SAPS, 2018). Accordingly, in August 2020 President Cyril Ramaphosa set up the intergovernmental anti-corruption unit (Fusion Centre) which comprises the DPCI,

Special Investigative Unit (SIU), SARS and the Financial Intelligence Centre (FIC) (Thamm, 2021).

On the whole, the investigations in the police corruption phenomenon have for the past decade begun to emphasise the importance of changing police organizational culture to combat police corruption effectively and other abuses of power and government resources (Newham & Gomomo, 2003:5). The investigations further emphasised that to prevent corruption effectively, police agencies should improve their recruitment and selection processes, integrate professional police ethics into the training, enhance management accountability, and strengthen the internal disciplinary system (Newham & Gomomo, 2003:5). For instance, there are police members who have been suspended for years and their disciplinary or criminal cases have not been finalized (Basdeo, 2010:398). Meanwhile, these corrupt police officers continue to earn a salary and negatively influence law abiding police officers. For this reason, Basdeo (2010:398) recommends that proper tribunals be established with personnel of flawless integrity, dealing speedily with disciplinary cases, so that in the view of the community and police members, corrupt acts are associated with swift, uncompromising punishment. In addition, the employer should get the SAPS to follow strict and resolute policy measures against those who are engaging in corruption, and appropriate laws should be firmly and consistently enforced (Kumssa, 2015:7).

2.4.6 Gold standard procurement processes

To further prevent and detect fraud and corruption, various other prescripts were issued and implemented by SAPS management, which include:

- A National Instruction to regulate remunerative work performed by members outside the SAPS (SAPS Annual Report, 2018/19:269).
- A Financial Disclosure Framework in which all members of the Senior Management Service (SMS), Middle Management Service (MMS) and officials working in high-risk environments such as finance and supply management have to disclose their financial

interests (SAPS Annual Report, 2018/19:269). In 2018/2019 a 100% submission rate was achieved on SMS level, 98% on MMS level and 76% on lower levels, which amount to disclosures of 918 on SMS level, 2 298 on MMS level, and 10 735 on lower levels (SAPS Annual Report, 2018/19:269).

- The National Treasury Framework on Irregular Expenditure was circulated nationally on 20 December 2018 to all SAPS communication platforms. In addition, an Irregular Expenditure Committee was established under the chairpersonship of the Chief Financial Officer who is responsible for the management and the finalisation of irregular expenditure cases (SAPS Annual Report, 2018/19:26).

- The SAPS issued various national circulars to enhance compliance, monitoring and transparency regarding the declaration of interest during the procurement process (SAPS Annual Report, 2018/19:80-81).

- The Public Administration Management Act, 2014 (Act No 11 of 2014), read together with the Public Service Regulations, 2016 prohibits Public Service employees, including SAPS employees, to conduct business with any government department (SAPS Annual Report, 2018/19:80-81).

- The Declaration of Interest (SBD 4), which was issued through National Treasury Instruction Note, dated 31 May 2011, requires bidders to declare whether they are employed by the State. Therefore, supply chain practitioners are now required to utilise the SBD 4 with all written price quotations or bids, in excess of R2 000.00 (VAT included). During evaluation of written price quotations or bids, supply chain practitioners are required to verify the identity numbers, as provided in the SBD 4, against National Treasury's Central Supplier Database, as well as the Public Servant Verification System which resides on the website of the DPSA. Subsequently, where it is found that any of the directors/ trustees/members/shareholders are employed by the State, such written price quotations or bids will be disqualified. Documentary proof of the verification must be kept on file for record and audit purposes (SAPS Annual Report, 2018/19:80-81).

- The SAPS price quotations forms were revised and circulated nationally. The revised price quotation forms now include a section on compliance verification, which must be completed by the relevant procurement practitioner, prior to the awarding of the contract (SAPS Annual Report, 2018/19:80-81).

- Furthermore, when it is found that a bidder has made a false declaration, such a bidder's written price quotation or bid will be disqualified, in terms of the Treasury Regulations which prescribe that the accounting officer may disregard the bid of any bidder if that bidder or any of its directors have abused the institution's supply chain management system or have committed fraud or any other improper conduct in relation to such a system (SAPS Annual Report, 2018/19:80-81).

Moreover, the knowledge and thorough implementation of the following legislations by police members in the SAPS can also make an impact in mitigating police corruption:

- Prevention and Combating of Corrupt Activities Act, No 12 of 2004

The Act seeks to strengthen measures to prevent and combat corruption and corrupt activities, outlines the offence of corruption and corrupt activities, the investigative measures with regard to corruption and corrupt activities and emphasises the endorsement of a Register where certain restrictions on individuals and organisations convicted of corrupt activities linked to tenders and contracts. The Act places a duty on certain individuals holding positions of authority to report corrupt activities and provides for external jurisdiction with regard to the offence of corruption and corrupt activities, as well as for matters linked therewith (Department of Justice (DoJ), 2004:2). During October 1997, the Department of Justice merged with Constitutional Development and became the Department of Justice and Constitutional Development (DoJ&CD) (DoJ&CD, 2004:384).

- The Public Finance Management Act, No. 1 of 1999 (PFMA)

The Act seeks to regulate financial management in the national and provincial governments. It ensures that all revenue, expenditure, assets and liabilities of the state are managed efficiently and effectively. It also provides for the responsibilities of individuals and organisations entrusted with financial management of the state, and matters linked therewith (Department of Finance (DoF), 1999:1).

- The Prevention of Organised Crime Act, No. 121 of 1998

The Act seeks to introduce measures to combat organised crime, money laundering and criminal gang activities. It seeks to prohibit activities linked to racketeering activities, the prohibition of money laundering and for an obligation to report certain information. It criminalises activities associated with gangs, provides for the recovery of the proceeds of unlawful activities, the civil forfeiture of criminal property that was used in the commission of crime, property from proceeds of crime, as well as terrorist activities. It further provides for the establishment of a Criminal Assets Recovery Account, amends the Drugs and Drug Trafficking Act, 1992; amends the International Co-operation in Criminal Matters Act, 1996; repeals the Proceeds of Crime Act, 1996; incorporates the provisions contained in the Proceeds of Crime Act; and provides for matters connected therewith (Department of Justice (DoJ), 1998:1). In October 1997, the Department of Justice merged with Constitutional Development and became the Department of Justice and Constitutional Development (DoJ&CD) (DoJ&CD, 2004:384).

2.4.7 Support whistle-blowers

The SAPS has various programmes to encourage whistleblowing (SAPS Annual Report, 2018/19:270). For example, Whistle-blowers can report corruption through various communication channels such as the complaints hotline, Public Service Commission hotline, and SAPS Crime Stop on 086 00 10111 (SAPS Annual Report, 2018/19:270). Information can also be communicated via the SAPS MySAPSApp. The SAPS is in the course of instituting a dedicated ethics hotline for this resolve, as well as the uninterrupted reporting to the Integrity Management Service and the Anti-corruption Units (SAPS Annual Report, 2018/19:270).

It should be noted that most cases of corruption are not detected by internal or external audits, but rather by accident. For instance, when a long-term employee goes on leave and someone else has to take over a function or system, or through tip-offs and reports from staff members or customers and trading partners (DPSA), 2003:75). Therefore,

given the importance of whistle blowing as a source of information about corruption, it is evident that every large organisation should allocate substantial energy and resources into creating conditions in which bona fide whistle blowing is encouraged and valued (DPSA), 2003:75). Interestingly, whistle blowing is very susceptible to the following adverse factors: if whistle blowers perceive a serious risk to themselves, they are far less likely to report problems. Their identity must therefore be protected; if they perceive that little or nothing is done about their reports, they will balance effect against risk and decide not to report; and if they perceive that management is sceptical of whistle blowers or is reluctant to take action against all or any section of the organisation, whistle blowing will be discouraged (DPSA), 2003:75). Therefore, in order to foster a culture of vigilance and constructive reporting, both employees and the public must be convinced that: their reports will be taken seriously; their identities will remain confidential; they do not have to report to supervisors who may be acting in collusion with those suspected of fraud; their reports will be effectively followed up by management or by the Minister, Board, Public Protector or whichever agency they report to; internal disciplinary action will be quick and effective; criminal investigations and prosecutions will be quick and effective; and they will not have to go to court for months or years to give evidence, only to see the case withdrawn (DPSA), 2003:75). Given the above, it is unquestionable that whistleblowing is the cornerstone to the prevention of corruption across all sectors of the public sector as well as the private sector. It is therefore of crucial importance that whistle-blowers must be handled with care and always be protected. Hence Burke (2009:53) state that the crime event can take place if there are other persons or circumstances in the locality that encourage it to happen but, on the other hand, the offence can be prevented if the potential victim or another person is present who can take action to deter it.

In conclusion, the commonly held view by Burger and Grobler (2017:2), Newham and Gomomo (2003:5), as well as Basdeo (2010:387) is that to mitigate police corruption, the SAPS management must improve their recruitment and selection processes; integrate professional police ethics into training; enhance management accountability; and strengthen the internal disciplinary system; change organizational culture; and have leadership that is beyond reproach.

2.5 THE SOCIO-ECONOMIC IMPLICATIONS OF POLICE CORRUPTION

The corruption perception index by Transparency International rated South Africa at 34 out of 90 countries in the world, giving South Africa a score of five on a scale of 10 where 10 is 'clean' and zero is 'very corrupt' (Basdeo, 2010:386). The above score indicate that South Africa is one of the more corruption-stricken countries in the world. Moreover, if one is to evaluate internal reported or detected corruption cases within SAPS, it represents about three percent of the total SAPS workforce. It may or may not mean a high incidence of corruption within the SAPS; however, the fact remains that SAPS had a clear policy and structure for fighting corruption within its own ranks (Department of Public Service and Administration (DPSA), 2003:3-4). On the other hand, Aremu, Pakes and Johnston (2011:195-196) and Punch (2009:53, 93 & 126) agree that there is a widespread occurrences of police corruption in Nigeria, USA, Netherlands and United Kingdom (UK). Furthermore, Ivković (2003:593) also confirms the prevalence of police corruption in the United States of America (USA), in Brazil, as well as in Japan. This is an indication of how widespread the prevalence of police corruption around the world is.

During the year 2000 the Anti-Corruption Unit (ACU) arrested and charged 1048 police officials. This number indicates that police corruption is prevalent in South Africa (Basdeo, 2010:394). This huge number of arrests also suggest that the ACU was recognised by the public as a trusted structure where complaints of corruption could be made without fear of victimisation, until its closure in the year 2000 (Newham & Gomomo, 2003:8). The consequence, unfortunately, is that society at large, as well the international partners of the SAPS have lost trust in the police. For the most part, recent studies on the impact of corruption indicate that its effects tend to echo throughout an economy rather than be confined to specific corruption-based transactions (Jain, 2001:72). For instance, corruption affects the level of investment, entrepreneurial incentives, the design or implementation of rules or regulations regarding access to resources and assets within a country (Jain, 2001:72). Indeed, the socio-economic effects of corruption and police corruption in particular are very deep and complex in nature. Corruption increases the cost of doing business and scares away private investment (Kumssa, 2015:6). For

instance, where police corruption is rampant, both foreign and local companies are reluctant to invest, as the costs of doing business become significantly excessive (Kumssa, 2015:6). Consequently, this adversely affects employment opportunities and increases poverty.

2.5.1 Injustices of the apartheid system

Unquestionably, the socio-economic implications of police corruption in South Africa is as old as apartheid itself. For example, the South African Police (SAP), currently known as the South African Police Service (SAPS) together with the South African Defence Force (SADF), currently known as the South African National Defence Force (SANDF) were instrumental in sustaining and maintaining the apartheid regime by gross violation of human rights for almost half a century (Brogden & Nijhar, 1998:89). The hearings of the Truth and Reconciliation Commission opened a window for the world to witness the ruthless, aggressive and corrupt mechanisms used by the police (Brogden & Nijhar, 1998:89). For example, during the gruesome events such as the Port Elizabeth Black Civics Organisation (PEBCO) Three, the Cradock Four, and the Gugulethu Seven and others whereby anti-apartheid activists were abducted and killed, the SAP engaged in elaborate and effective cover-ups (Minyuku, 1998:12). The apartheid regime survived for almost 50 years from 1948 to 1994, because in its fierce commitment to the law, it ensured that relevant legislation and procedures were very tolerant (Brogden & Nijhar, 1998:104). This tolerance was intended to allow and encourage deviance on behalf of the state, while serving the immediate interests of its personnel (Brogden & Nijhar, 1998:104). Hence Akers and Sellers (2013:33) are of the view that society is divided into two or more groups with competing ideas and values. Consequently, the group(s) with the most power makes the laws and controls society (Akers & Sellers, 2013:33). Groups lacking the formal power to make the rules still maintain their own group norms, and continue in their behaviour, which is now viewed as criminal by the larger society (Akers & Sellers, 2013:33).

Furthermore, corruption's indirect effects include damaging public institutions, impairing citizens' trust in their government thereby lowering incentives for innovation, and

increasing social inequality (OECD, 2015:4). In addition, corruption leads to higher tax on economic activities, which translates to the ultimate users or consumers of the products or services (OECD, 2015:4). Through corruption markets get distorted, which then discourage foreign investment and competition (OECD, 2015:4). Ultimately, the unpredictable tax on operations distorts political decisions due to corruption results in budget allocations, sector regulation, and trade barriers that are contrary to public interest and lead to long-term losses of revenue for the State (OECD, 2015:4). Incorporated are many negative impacts that derive from the capturing of the political space by corrupt private companies, or biased decisions in the public sector when the main consideration is personal gain (OECD, 2015:4).

Moreover, the effects of corruption can seriously constrain the development of national economies and prevent good governance. Equally, corruption erodes stability and trust, damages the ethos of democratic governments, and costs the macro-economic and social standing of a nation dearly (DPSA, 2003:i). For example, the National Party (NP) governed South Africa from 1948 to 1994. The NP enacted laws such as the Prohibition of Mixed Marriages Act of 1949, the Population Registration Act of 1950, and the Group Areas Act of 1950. Interestingly, these inhumane laws were enforced by the SAP and SADF. The international communities severely criticised this extreme inhumane system and introduced mandatory economic sanctions against South Africa, which included trade and investment. Consequently, the effects of the sanctions still have adverse consequences for the poor South Africans long after the sanctions were lifted (Evenett, 2002:559-572).

2.5.2 Governance implications

Contemporary police corruption is underscored by the prosecution of the highest authority in the SAPS, the then National Police Commissioner Jackie Selebi in 2006 (Faull, 2007:3). In agreement, Newham and Faull (2011:vi) confirm the conviction of Jackie Selebi on corruption charges, which marked a particularly low point for the public image of the SAPS locally and internationally. Moreover, corruption diverts scarce resources

from the generation of the policing capabilities a country needs at a proper cost, it also limits the opportunities to engage the police in operations that would enhance the security of the country and its allies (Newham & Gomomo, 2003:5). For instance, the State Capture Commission of Inquiry heard that the State Security Agency (SSA) ran an operation called "Project Wave" (Mabelane, 2021). The operation was put in place to pay journalists and influence their reporting, taking the money from the public purse. The testimony before the commission confirmed that the media house African News Agency received bribes to the amount of R20 million to report favourably about the government during former president Jacob Zuma's time in office (Mabelane, 2021). A further instance is witnessed during a murder bail application of former CI head Richard Mdluli, with two other senior CI officers as accomplices. Mdluli's testimony revealed a report containing alleged conspiracy by top African National Congress (ANC) members to undermine former President Jacob Zuma's second term of office attempt, using police intelligence resources to settle political scores (Burger, 2011:14).

Apart from this, during March 2021, Police Minister Bheki Cele wrote to President Cyril Ramaphosa requesting the institution of an inquiry into General Sitole's fitness to hold office (Mtshali, 2021). This came after the Pretoria High Court found in January 2021 that General Sitole and his two deputies namely, Lieutenant-General Francinah Vuma, and Lieutenant-General Lebeona Tsumane, were in breach of their duties for not providing and declassifying documents for the Independent Police Investigative Directorate (IPID) to investigate allegations of fraud and corruption against them (Pothier, 2021:2). General Sitole and his two deputies allegedly attempted to procure a 'grabber', which is an electronic device with the capabilities of intercepting phone calls and cell phone messages at an inflated price (Pothier, 2021:2). The attempt to procure the device was allegedly with the idea to influence voting for the African National Congress (ANC's) top leadership positions (Mtshali, 2021). Subsequently, President Cyril Ramaphosa terminated the employment contract of General Sitole with effect from 31 March 2022 (The Presidency, 2022). Furthermore, on 31 March 2022, President Ramaphosa appointed General Sehlahle Fannie Masemola as the new National Police Commissioner (The Presidency, 2022). In the same way, former police commissioner General Ria

Phiyega was appointed in 2012 and finished her term in 2015 while on suspension after the Farlam Inquiry questioned her conduct in the Marikana massacre (eNews Channel Africa (eNCA), 2021). Similarly, her predecessor Jackie Selebi was fired from the position amid corruption allegations, and later convicted and sentenced to 15 years in prison (Burger, 2011:17-18). Lastly, in 2011 there had been an investigation by the Public Protector into allegations that the then National Police Commissioner, General Bheki Cele had irregularly approved an R500 million lease for new police premises from a businessman Roux Shabangu, who allegedly had a close relationship with the African National Congress (ANC) (Burger, 2011:14). Consequently, the investigation found that General Bheki Cele's conduct was improper, unlawful and amounted to maladministration (Burger, 2011:14).

2.5.3 Crime implications

It is unquestionable that corruption undermines democracy and social justice, thereby deepening poverty, fuelling organised crime and stunting efforts to promote human security (Faull, 2007:1). For instance, in February 2018 the former Western Cape Police Provincial Commissioner, Lt Gen. Arno Heinrich Lamoer was convicted and confined to eight years' direct incarceration with two years suspended for five years because he accepted the gratifications given to him by Mohammed Saleem Dawjee and two others to the value of R67 329-50 (*S v Dawjee and others,* [2018:23-24 & 56]). Initially, Lamoer requested a letter to be drafted in which he declared that Dawjee was a person of good standing and was not under investigation by the SAPS, while Dawjee was the subject of an inquiry and investigation (*S v Dawjee and others,* [2018:23-24 & 56]).Conversely,, former Brigadier Darius van der Ross was convicted to two years in jail, and Brigadier Kolindhren Govender was convicted to four years in jail respectively. They initially faced 100 charges of corruption, racketeering and money laundering *(S v Dawjee and others,* [2018:24, 31, 56 & 57]).

Moreover, law abiding SAPS members involved in crime investigations are threatened or killed as they get closer to uncovering corruption and arresting corrupt individuals and

organisations (Kwinika, 2019:4). For instance, the investigation by the DPCI into allegations that the CI head, Major General Richard Mdluli and other senior officers had illegally tapped telephones of the investigators and shared the information with a fugitive and alleged organised crime leader, Radovan Krejcir, as a result jeopardising the case, serves as an excellent example (Burger, 2011:14). Justice does not prevail as case dockets disappear or get missing from criminal investigators and prosecutors. Apart from this, corruption endangers the security of society and threatens the democratic governance mechanisms, as well as the foundations of a modern state. For instance, during the year 2000 the then KwaZulu-Natal Provincial Head of Organised Crime Unit, Piet Meyer was arrested for accepting bribes in exchange for not raiding illegal gambling establishments and protecting drug syndicates (Newham, 2002:6).

Even though the impact of corruption remains difficult to quantify and further analysis of corruption in a broader context is still needed, it is clear that corruption has a direct impact on the cost of doing business both for the private and public sectors (OECD, 2015:4). The SAPS Annual Report (2018/19:278) indicates that within the SAPS, 360 members were charged with corruption and fraud, 178 were found guilty, 70 were dismissed, 114 were found not guilty, 29 were withdrawn, and 108 were handed sanctions short of dismissal. In addition, between January 2021 and June 2021 Corruption Watch received 1 964 allegations of corruption in both private and public sectors reported by whistle-blowers (Corruption Watch, 2021a:1). On top of the list is the SAPS with 12% of all reported incidents of corruption; the majority on abuse of authority at 37%, dereliction of duty at 34% and bribery at 22% (Corruption Watch, 2021a:2-3). Unfortunately, those brave enough to report cases continue to face threats to their lives from people acting with impunity. A recent example has been the violent death of Babita Deokaran on 23 August 2021 in Johannesburg (Corruption Watch, 2021a:1). Indeed, the vulnerability of whistle-blowers needs to be addressed as a matter of urgency (Corruption Watch, 2021a:1-3). Below is the quote by Sarah Chayes who reiterates how corrupt groups are structured and integrated.

> "A real tragedy for the ordinary people is the contrast that really hurts,
> when corrupt people flaunt a lot of money. Secondly, it is not just a kind

of rot that we are talking about, we actually talking about criminal organisations that are succeeding. These are businesses that are successful, sophisticated, and structured. Meaning they are vertically integrated, for example if a cop shakes you down in the street, he is not putting that money only in his pocket, it is going up the line. He is paying a portion of it to his superior, his superior pays a portion of everything he gets and it goes up the lines, so this is vertically integrated. In return for the money that is going upwards, protection goes downwards. The second point about structure is that it's horizontally and integrated, that means the government officials, private sector, outright criminals, and in some cases terrorists who are all wired into the same network. The third point about this has to do with personal dignity. The cop that shakes you down in the street is not asking for your money, he is taking it. It is incredibly humiliating, he is flaunting that protection that he received from the government in return for the money. He has got impunity and he is rubbing your face in it" (Chayes, 2015).

2.5.4 Service delivery implications

It is a fact that when corruption is not kept in check and not restrained, it poses challenges to public institutions and their operational effectiveness (Tagarev, 2010:6-8). These challenges are escalated by the public sector which has an uneven capacity to enforce and comply with the legislation (DPSA, 2003:7). For instance, the courts are overloaded and struggle to retain experienced prosecutors (DPSA, 2003:7). As a result, this overload leads to backlogs, delays and withdrawals in corruption cases, and it may contribute to the perception of the prevalence of corruption within some organisations (DPSA, 2003:7). However, the Integrated Justice System Project and other measures are beginning to address the problems of delays and withdrawals in courts (DPSA, 2003:7). The Special Commercial Crime Court Unit is performing well and serves as a useful model for corruption cases (DPSA, 2003:7). Consequently, qualified and suitable candidates are ignored during promotion and appointment processes while giving preference to

unqualified and unsuitable family members and friends. For example, on 10 November 2020 the DPCI (Hawks) arrested two senior police officials, Brigadier Peggy Morongo, Colonel Malesela Moylan, and a former police officer Colonel Paulina Mokhadi stationed at the DPCI Silverton (Mthethwa, 2020). The arrest was for their alleged involvement in fraud and corruption in relation to promotional appointments in the DPCI (Mthethwa, 2020). Indeed, corruption takes many forms and prospers in all manner of environments. In this regard, criminals, unqualified individuals and businesses are employed in the SAPS, while service delivery is undermined in the process.

Tender processes are flouted, and awards given to unqualified family members and friends' service providers, as a result rendering poor quality service (Basdeo, 2010:398). For instance, the former Acting National Commissioner of Police, Lt Gen. Kgomotso Phahlane, was one of the suspects who were arrested by IPID in connection with tender fraud and corruption worth R86 million (Forensics for Justice, 2019:13). Subsequently Khomotso Phahlane was dismissed from the SAPS on 30 July 2020 after been found guilty of elements of dishonesty (Thamm, 2020). Before his dismissal, Khomotso Phahlane earned almost 4 million rands for sitting at home while suspended, not delivering any service to the community (Koko, 2019). There were also reported cases of corruption, fraud, theft, and money laundering in a matter related to a R191 million contract to supply warning equipment for the SAPS in 2017 (Seboka, 2021:1). The following civilians Judy Rose; Samantha Andrews; and Vimpie Manthatha, the owner of Instrumentation for Traffic Law Enforcement (Pty) Ltd faced the same charges (Seboka, 2021:1). Similarly, two senior officers in the SAPS, Lieutenant-General Francinah Vuma who is the Divisional Commissioner: Financial Management and Administration, as well as Lieutenant-General Johannes Riet who is the Divisional Commissioner: Supply Chain Management, were both under investigation by the DPCI (Hawks) and the Special Investigative Unit (SIU) for an alleged R200 million SAPS PPE inflated tender spree (Thamm, 2021). The diverted resources could have been efficiently used in service delivery for the poor.

Furthermore, many SAPS members, in their private capacity, are conducting business with the state in the form of tenders, thereby denying work opportunities to deserving members of society (SAPS Annual Report, 2016/17:328). For example, the Auditor General found that some police officials who had business contracts awarded by the SAPS failed to disclose such interest as required by the Treasury Regulation 16A8.4 and Public Service Regulation 3C (SAPS Annual Report, 2016/17:328). Furthermore, family members, partners and associates of some police officials had business contracts with the SAPS and failed to declare them as required by the Treasury Regulation 16A8.4 (SAPS Annual Report, 2016/17:328). Interestingly, some of the goods and services of a transaction valued above R55 000 were procured without inviting competitive bids and some deviations were approved by the accounting officer, in contradiction of Treasury Regulation 16A8.4 even when it was possible to invite competitive bids (SAPS Annual Report, 2016/17:328). Lastly, disciplinary measures were not taken against some officials who incurred or allowed irregular expenditure, as required by section 38(1)(h)(iii) of the Public Finance Management Act (PFMA) (SAPS Annual Report, 2016/17:328). Ultimately, this leads to high unemployment rates as corrupt individuals monopolise every job opening, tenders and opportunities to be awarded to a chosen few. On the other hand, whistle-blowers are harassed, demoted, dismissed, threatened and killed in attempts to cover up corruption (Corruption Watch, 2021b:1). An example would be, the allegations and reports that the CI Division had been engaged in unlawful activities like interfering with key state witness, Glen Agliotti (Burger, 2011:14). Consequently, criminal charges were laid against the former head of CI, Mulangi Mphepho (Burger, 2011:14). A further instance is murdering whistle-blowers in Mpumalanga for their involvement in attempts to prevent corruption (Bruce, 2013:16-17), for example James Nkambule who was killed in October 2010 for blowing the whistle on the alleged assassinations and corruption linked to the building of the Mbombela World Cup Stadium. Similarly, in the North-West the anti-corruption whistle-blower Moss Phakoe was killed in March 2009, followed by Obuti Chika in December 2012, and then by the attempted murder of Kabelo Mataboge (Bruce, 2013:16-17).

2.5.5 Victims of police corruption

Ordinary citizens are the primary victims of police corruption because they are the most vulnerable and rely on the police to uphold the law, protect the community and assist them in time of need (Williams, 2002:85). Furthermore, the poor are often the first victims of corruption (OECD, 2015:15). For instance, the police take monetary bribes from the poor; abuse their power; and conceal criminal businesses. Moreover, the corrupt acts against the poor involve the violation of human rights; as well as ethnic and racial discrimination with regard to the actual delivery of service (Williams, 2002:85). Akers and Sellers (2013:33) make mention of the racial profiling theory, which refers to actions taken by the police based solely on the race of an individual.

On the other hand, with regard to procurement, corruption is easily committed since it begins with inflating costs and sharing the cost mark-up, and the victims are the users, taxpayers and excluded potential entrants (OECD, 2015:50). Finally, whistle-blowers often experience severe victimisation and retaliation in the workplace (Corruption Watch, 2021b:1). In conclusion, corruption penalises and harms the poor more than any other income class (OECD, 2015:51).

The commonly held opinion by the following researchers, Faull (2007:1), Jain (2001:72), and Kumssa (2015:6) is that corruption undermines democracy and social justice; fuels organised crime; jeopardises the safety of citizens; and scares away private investment.

2.6   SUMMARY

The chapter has demonstrated that corruption is rife amongst police officials in the SAPS. In addition, what police officials in the SAPS understand about the word "corruption" was established. The root causes of corruption among police members in the SAPS were

identified. Finally, measures that mitigate corruption were identified as well as the socio-economic implications of police corruption.

Prenzler (2009:20), Kumssa (2015:5), Burger (2011:14) and Aremu et al (2011:199 & 205) all indicate that greed, low salaries, nepotism about job hiring and promotions, business opportunities, low levels of emotional intelligence, and sex for jobs are amongst the most prevalent drivers of police corruption. Corruption in the SAPS is committed by both low and high ranking police officers. In conclusion, it was explained how easily lives can be taken away if one stands in the path of these corrupt police officers and their rackets were exposed. This chapters also indicated that even professions like advocates and criminal lawyers have become dangerous.

CHAPTER 3: METHODOLOGY

3.1   INTRODUCTION

The methodological framework for the evaluation of the prevalence of corruption amongst police officials and their non-adherence to preventive measures in the South African Police Service (SAPS) are explained. In addition, the courses of action followed for the choice of study population, recruitments of the sample, the instruments used, as well as the research design and approach chosen are identified. The research methodology will enable the researcher to collect appropriate information from an appropriate sample with the minimum degree of bias, and facilitate suitable analysis of the data gathered (Sekaran, 2003:23).

3.2   RESEARCH METHODOLOGY

Research methodology can be understood as the philosophy or the general principle which guides the research (Dawson, 2002:14). It is the overall approach to studying one's topic and includes issues such as the constraints, dilemmas and ethical choices in research (Dawson, 2002:14). Moreover, research methodology is the way to systematically solve the research problem, which can be further understood as the science of studying how research is done scientifically (Kothari, 2004:7-8). On the other hand, research methods refer to the tools used to collect data, such as questionnaires and telephone interviews (Dawson, 2002:14). Also, research methods refer to all those methods and techniques that are used for conducting research (Kothari, 2004:7). Furthermore, research methods refer to the behaviour and instruments used in selecting and constructing research techniques, while research techniques refer to the behaviour and instruments used to perform research operations like making observations, recording and processing data (Kothari, 2004:7). This study focuses on people's lived experiences, hence it is qualitative.

The researcher decided to follow a qualitative methodology for the purpose of the study based on the guidelines in (Sekaran, 2003:125). Sekaran (2003:125) further maintains that studies that are qualitative, are useful in applying solutions to current problems based on past problem-solving experiences. They are used in understanding certain phenomena and generating further theories for empirical testing. Kothari (2004:4) elucidate that empirical research derive from the application of experience or observation, often without due regard for system and theory. Therefore, qualitative methods can be empirical. Hence the collection of primary data will be derived from lived experiences of research participants. Moreover, Davis and Francis (2018:96) state that qualitative methodology is concerned with exploring the behaviour, opinions or perspectives, feelings and experiences of people as individuals or groups. Davis and Francis (2018:96) reiterate that qualitative methodology does not seek to test out preconceived ideas or hypotheses. Accordingly, Rule and John (2015:6-7) agree that qualitative research deals with subjective data that are produced by human beings, while Trochim (2006) believes s that qualitative data are extremely varied, as they t include virtually any information that can be captured that is not numerical. The most appropriate methods for this approach are inductive, meaning data are analysed to see if any patterns emerge and the findings are rooted in the data itself. According to Flyvbjerg (2006:235), the advantage of the qualitative research method is that it can "close in" on real-life situations and test views directly in relation to the phenomena as they unfold in practice.

3.2.1 Research design and approach

The research design is a strategic framework for action that serves as a bridge between research questions and the execution or implementation of the research (Terre Blanche, Durrheim & Painter, 2006:34). Hence the research design must contain a clear statement of the research problem; procedures to be used for gathering information; the population to be studied; and the methods to be used in the processing and analysing data (Kothari, 2004:32). Additionally, a research design which minimises bias and maximises the reliability of the data collected and analysed, and which is often characterised by adjectives like 'flexible', 'appropriate', 'efficient', and 'economical', is considered a good

design (Kothari, 2004:33). The focus of this research design is on what needs to be achieved and the design is the steps to be followed to achieve the desired outcome (Vosloo, 2014:316). Therefore, evaluating the prevalence of corruption and non-adherence to preventive measures by police members in the SAPS require qualitative reseach and empirical methods to address the problem and postulate workable solutions.

The focus of this study required qualitative reseach and empirical methods to be conducted in the field through interviews with the participants who are primarily attached to the investigation of corruption. Therefore, the primary data in this study include structured open-ended telephonic interviews and structured open-ended questionnaires, following a qualitative paradigm which focuses on the subjective experience of the participants (Mouton, 2004:195).

3.2.1.1   Paradigmatic approach

Qualitative studies have many approaches from which researchers can choose, which include the five paradigms, namely narrative, phenomenology, ethnography, grounded theory, and case study (Creswell, 2007:9). This study takes on a phenomenological approach, conducive to capture and describe the meaning for several individuals of their lived experiences and the phenomenon under study correctly; that is, the police corruption and their non-adherence to preventive measures. Phenomenological approach focuses on describing what all participants have in common as they experience a phenomenon, while a narrative study describes the life of a single individual (Creswell, 2007:57-58). This study is interested in the participants' lived experiences about the prevalence of police corruption and the non-adherence to preventive measures.

There are two different methods of phenomenology, namely, descriptive and interpretive phenomenology. This study employs descriptive phenomenology, which presents data in a meaningful form to understand the characteristics of a group in any situation; to think systematically about aspects in any situation; to suggest ideas for further investigation and research; and lastly, to assist in making sound decisions (Sekaran, 2003:123).

3.3 POPULATION AND SAMPLING PLAN

The qualitative research approach requires the study population from whom data are collected as units of analysis to be recognised. Sekaran (2003:105) discribe population as a total group the researcher is interested at knowing something about. Consequently, the recognition of the population and its location leads to the selection of a sample with appropriate participants relevant to the study in question. The sample is a limited number representative of the total population or group that the researcher has chosen to study (Sekaran, 2003:105). Subsequently, the process of selecting a few police officers from the entire SAPS is employed, which is called sampling.

3.3.1 Study population

Sekaran (2003:265) states that population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate. Leedy and Ormrod (2005:205) believe that a population is "generally a homogeneous group of individual units". The population in this study consists of 130 police officials in the Northern Cape province. The breakdown of the total number of the pupulation is as follows: 60 Kimberley detective members, ten IPID members in the Northern Cape, and 60 DPCI members in the Northern Cape. These Detectives, IPID, and the DPCI members have the responsibility to investigate crime.

Figure 3.1 illustrates the map of the Northern Cape in South Africa, RoomsForAfrica (2002) with a land area of 372 889 square kilometers and a population of 1,355 945 (Statistics SA, 2022:16 & 48). Kimberley is the capital city of the Northern Cape, where the target population is located. The IPID and DPCI members perform their duties throughout the Northern Cape province, while the Kimberley Detectives perform their duties in Kimberley and throughout the Frances Baard district.

Figure 3.1 Map of Northern Cape

Source: *Northern Cape map, South Africa http://www.roomsforafrica.com/dest/south-africa/northern -cape.jps*

3.3.2 Sampling plan

Sampling is the process of obtaining information about an entire population by examining only a part of it (Kothari, 2004:152). Moreover, sampling involves the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its properties or characteristics would make it possible for us to generalise such properties or characteristics to the population elements (Sekaran, 2003:266-267). On the other hand, a sample is a subset of the population as it comprises some members selected from it (Sekaran, 2003:266). Kothari (2004:152) states further

that a sample should be truly representative of population characteristics without any bias so that it should result in valid and reliable conclusions. Consequently, some but not all elements of the population would form the sample. By studying the sample, the researcher was able to draw conclusions that were generalisable to the population of interest (Sekaran, 2003:266).

Furthermore, purposeful sampling was employed to identify and select police officers who know about police corruption and could share their lived experiences. Nonprobability sampling was also used whereby elements in the population did not have any probability attached to their being chosen as sample subjects (Sekaran, 2003:276).

3.3.2.1   Nonprobability and purposive sampling

The researcher used a nonprobability sampling method, whereby elements in the population were selected on their convenience and availability (Sekaran, 2003:276). Furthermore, purposive sampling was used because the researcher obtained information from specific target groups and chose experienced crime investigators from the Kimberley Detectives, Northern Cape IPID, and Northern Cape DPCI who were able to provide the desired information to answer the research questions (Sekaran, 2003:277). Initially, the sample was planned to consist of 14 detectives from 60 Kimberly Detectives, five investigators from ten IPID members in the Northern Cape, and five investigators from 60 DPCI members in the Northern Cape, with a total of 24. However, 14 detectives out of 60 Kimberly Detectives, five investigators out of ten IPID members in the Northern Cape, and three investigators out of 60 DPCI responded. The total participant response is 22. All participants are active serving members at the Kimberley Detectives, DPCI and IPID. The prevention, combating and investigation of corruption are part of their investigation mandates. All elements of the population are guided by the same policies, directives, procedures and code of conduct, as well as the same disciplinary regulations. Therefore, the sample is only representative of those police members in the SAPS, DPCI and IPID who share similar information and knowledge about corruption and preventive measures.

In qualitative research, the more representative of the population the sample is, the more generalisable the findings of the research will be (Sekaran, 2003:269). However, samples in qualitative research are generally small because of their intensive nature, therefore generalisation of the findings is very restricted (Sekaran, 2003:296).

3.3.3 Description of study participants

It is imperative to contextualise the qualitative data collection in this study, to exhibit the summary of the background of the participants in the sample. The characteristics of the contextualisation include the participants' geographic region, gender, age group, type of occupation and level of education. After obtaining permission to conduct research from the IPID, the DPCI and the SAPS, the researcher had to make some changes to the study units. For instance, the number of participants from DPCI planned for interviews was reduced due to their operational commitments. Conversely, the number of participants from the SAPS increased due to their availability. Figure 3.2 illustrates the gender demographics of the confirmed study units:

Figure 3.2 Demographic percentage
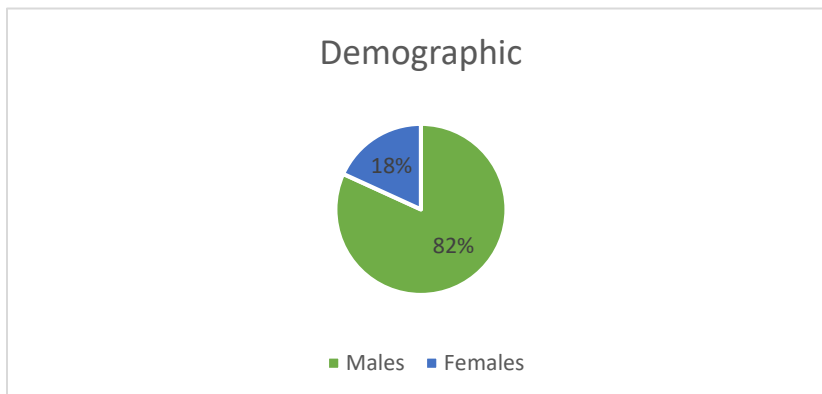
The applicable demographic data about the participants are that 18 percent were female and 82 percent were male as illustrated in Figure 3.2. The majority of participants were in the age group of 31 to 50 years and most had a Diploma as the highest level of education.

Furthermore, most of the participants are practitioners in their separate specialisation of crime investigation service.

Figure 3.3: Participants' description
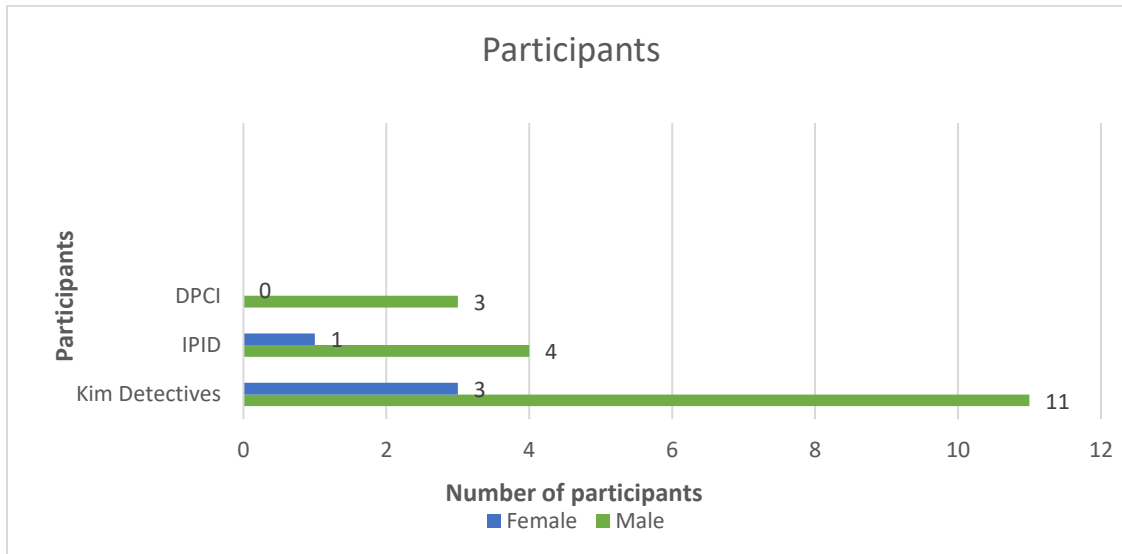
The number of research participants from the DPCI, IPID and Kimberley Detectives are illustrated in Figure 3.3 The highest number of participants range from four to eleven, which depended on the willingness to participate and the size of the unit for analysis showing the involvement of three participants from DPCI.

3.4   DATA COLLECTION

Qualitative data can be collected through many sources, among others being in-depth interviews, participant or nonparticipant observations, projective tests, films and videotapes, audiotapes, case studies, documents and archival data (Dawson, 2002:40).

This study collected primary data through structured open-ended telephonic interviews and structured open-ended questionnaires, including audiotapes (Sekaran, 2003:256-257). On the other hand, secondary data was collected through a literature review, accessible from libraries and the internet (Dawson, 2002:41). The way data is collected

depends on the type of research and the purpose of the research (Maxfield & Babbie, 2005:209). These data-collection methods are presented in detail below:

3.4.1 Primary sources of data

The primary sources of data involve the study of a subject through first-hand observation and investigation (Dawson, 2002:40). The primary research may come from one's observations and experiences, or from the information the researcher gathered from other people (Dawson, 2002:40). In this study, structured open-ended questionnaires and structured open-ended telephone interviews were used to collect the primary source of data.

3.4.1.1   Questionnaires

A questionnaire is described as a preformulated written set of questions to which participants record their answers within closely defined alternatives (Sekaran, 2003:236). Furthermore, questionnaires are efficient in data collection when the researcher knows exactly what is required from participants, and that this data collection mechanism can be administered personally, mailed or electronically distributed to participants (Sekaran, 2003:236). The researcher notified participants in advance about the forthcoming research, emailed and dropped off the blank structured open-ended questionnaires to individual participants with a return date. They completed them at their convenience, in their homes and at their own pace. Keeping the questionnaire brief and follow-up emails improved the response return rate.

 The researcher gave thirty days to participants to complete and return questionnaires via email or drop-off. The research participants consisted of 14 Kimberly Detectives, five IPID investigators in the Northern Cape, and five DPCI investigators in the Northern Cape, with a total of 24. Fourteen detectives out of 60 Kimberly Detectives, five investigators out of ten IPID members in the Northern Cape, and three investigators out of 60 DPCI responded, with a total of 22. A follow-up telephone interview with individual research

participants was done to clear any doubts and questions they might have while completing the questionnaire.

Table 3.1   Breakdown of participants in percentages

Investigation Units	Population	Sample	Participants who responded	%
Kimberly Detectives	60	14	14	100
IPID investigators in the Northern Cape	10	5	5	100
DPCI investigators in the Northern Cape	60	5	3	60
Total population & research participants	**130**	**24**	**22**	**91,66**

Table 3.1 illustrates a breakdown of the research participants in percentages. The response rate from the Kimberley Detectives came to 100%, 100% of the IPID responded, while the DPCI responded by 60%. Subsequently, the collection of data and its findings from different categories of participants assisted to respond to the research's primary statement: evaluating the prevalence of corruption and non-adherence to preventive measures amongst police members in the SAPS.

3.4.1.2   Telephone interviews

Interviews can "yield a great deal of useful information by asking questions related to facts, people's beliefs, feeling, motives, etc." (Leedy & Ormrod, 2005:146). The researcher conducted structured telephone interviews because it was known at the outset what information was needed. The members from Kimberley Detectives, IPID and DPCI travel extensively across the country and internationally, and by means of telephonic interviews they were reached easily in a short period of time (Sekaran 2003:233). The telephone interviews complement the research questionnaires in this study. However, telephone interviews are not a very widely used method but it plays an important role

when the interviews have to be accomplished in a very limited time (Kothari, 2004:17). At the outset, the researcher telephonically introduced the research topic and motivated individual research participants to render their frank answers. Then the structured open-ended questionnaire was send to participants to acquaint them with the questions. Subsequently, only one participant agreed to an audio-recording.

Before the interview commenced, the researcher obtained permission from the participants to audiotape or record the interview (Hofstee, 2006:135). The reseacher used a cellular phone with a good recording capability to record the interview. A structured open-ended questionnaire with similar questions was used as an instrument to guide the telephonic interview. To bring about the desired results prior to the actual interview, the cellular phone's recording capability and audio quality was tested by recording a colleaque, playing back and listening to the recording. The sound was audible and of quality. Then the actual interview was then conducted with the participant and recording made thereof. The outcome was of quality and audible. The researcher sincerely thanked the participants at the end of the interviews for their participation (Sekaran, 2003:248). The audio recording was then transcribed by a professional agency.

Table 3.2   Breakdown of participants in percentages

Investigation Units	Population	Sample	Participants who responded	%
Kimberly Detectives	60	14	01	7.14
IPID investigators in the Northern Cape	10	5	0	0
DPCI investigators in the Northern Cape	60	5	0	0
Total population & research participants	**130**	**24**	**01**	**4,16**

Table 3.2 illustrates a breakdown of the research participants in percentages. The response rate from the Kimberley Detectives came to 7.14%, zero percent of the IPID

responded, and zero percent of the DPCI responded. Subsequently, the collection of data and its findings from different categories of participants assisted to respond to the research's primary statement: evaluating the prevalence of corruption and non-adherence to preventive measures amongst police members in the SAPS.

3.4.2 Secondary sources of data

Secondary sources of data involve the gathering of information from studies other researchers have already made of a subject (Dawson, 2002:41). The secondary sources of data can be accessed from libraries and the internet (Dawson, 2002:41). A literature review was conducted as explained in the following section of the study.

3.4.2.1 Literature review

Secondary sources of data which include legislation, decided cases, books, policies and strategies, procedures and guidelines, media reports (virtual, electronic, newspapers) and academic journal articles were scrutinized to achieve the desired outcome. According to the UNISA guidelines (2019:8), the researcher should consult at least 30 literature sources. In this study, the researcher reviewed 87 literature sources from credible sources, of which 41 were less than 10 years old. Therefore the literature reflects recent and authoritative viewpoints in the field of study. The literature review has equipped the researcher with knowledge regarding the research area.   The researcher was therefore able to to evaluate the prevalence of corruption and non-adherence to preventive measures amongst police members in the SAPS. Subsequently, in the process, the researcher should find gaps and must discover things that no one else has ever discovered. As Leedy and Ormrod (2015:2) put it, "everywhere we look, we see things that cause us to wonder, to speculate, to ask questions. And by asking questions, researchers strike a spark that ignites a chain reaction leading to the research process".

The researcher established what has already been written about corruption in the police and non-adherence to preventive measures; what research has been conducted on the

subject, what were the results, which theories exist in the field and how the current research will be able to link up with it. An increasing number of academic articles are now being published on police corruption (Jain, 2001:71), but none can safely write that their recommendations on preventive measures have been 100% successful to this end.

The latest publications and websites in this field were studied by the researcher, whereby more than 31 were not older than 10 years. The publications included secondary sources of data found in journals such as the *South African Journal of Criminal Justice, SA Crime Quarterly*: *Institute for Security Studies*, *Journal of Criminal Law and Criminology, Donnish Journal of Political Science and International Relations*, *Journal of Nigeria Studies, International Journal of Qualitative Methods, African Security Review Theory and Practice in Language Studies*. Moreover, secondary sources were also found on websites such as:

- http://www.collinsdictionary.com/dictionary/English.anticorruption
- https://www.corruptionwatch.org.noclick_za/new-forum-to-advise-protect-whistleblowers/
- https://bizfluent.com/about-5044074-definition-code-conduct.html
- https://www.dailymaverick.co.za/article/2019-09-30-as-the-zondo-revelations-grow-ever-more-shocking-we-risk-sliding-into-cynicism-and-somnambulance/

On the whole, corruption by police members in the SAPS continues to hamper service delivery and cripples the newfound democracy (Basdeo, 2010:385). Consequently, it is of the utmost importance to test and implement the findings and recommendations by researchers to mitigate corruption and non-adherence to preventive measures by members of the SAPS. Therefore a need for this research is of paramount importance. The literature study followed logically from the title, problem, and aim because it is well structured and designed in accordance with the UNISA assessment criteria for a Master's student (UNISA, 2019:7).

3.4.3 Data collection challenges

After identifying the variables in a problem situation and developing the theoretical framework, the next step is to design the research in a way that the requisite data can be gathered and analysed to arrive at a solution (Sekaran, 2003:117). The structured open-ended questionnaire and structured open-ended telephone interviews were the best methods to collect primary data amid the COVID-19 pandemic. The return of completed questionnaires within the stipulated period by participants was a major challenge, as well as the following challenges:

- The majority of participants preferred their input regarding their experiences during participation not to be audiotaped. The reason for their refusal to be audiotaped was fear of victimisation and persecution in the form of being precluded from any further career development and promotion. Only one participant agreed to be audiotaped during a telephone interview.
- The researcher learned that victimisation is indeed rife in the SAPS because of the reluctance of participants to take part in the study.
- The researcher discovered that most participants who did not have tertiary education were reluctant or refused to participate in the study.

Nevertheless, questionnaires were distributed to participants and most were returned complete, while some were incomplete. A few were not returned as the participants chose not to respond at all

3.4.4 Data analysis

Researchers seek scientific data during research, which would provide answers to the research questions when analysed (Sekaran, 2003:394). Data analysis involves scrutinising the authenticity and thorough coding of key and relevant data (Dawson, 2002:120). In this study, the researcher analysed data as the research advanced, frequently refined, reorganised, and took into consideration the arising results. The

description of the matter under study for qualitative research and the range of interpretive techniques used to decode, decipher patterns, translate, and discover the meaning of the phenomena being studied is of vital importance. Subsequently, the relevant data that were isolated based on specific criteria were categorised and coded according to a meaningful classification scheme (Sekaran, 2003:409).

There are different types of qualitative data analysis, and the method the researcher chooses depends on the research topic, personal preferences, the time, equipment and availability of finances (Dawson, 2002:112). The thematic analysis method was chosen in this study to identify recurring themes and their significance relative to the research topic. In thematic analysis data are analysed by theme, which is highly inductive, meaning that the themes emerge from the data and are not brought unto it by the researcher (Dawson, 2002:115). Moreover, thematic analysis allows data collection and analysis to take place at the same time (Dawson, 2002:116). Furthermore, for efficient analysis coding was used to reduce several replies to a small number of classes which contain important data required for analysis (Kothari, 2004:123). Coding is the process of assigning numbers or other symbols to answers so that responses from participants can be reduced to categories or classes (Kothari, 2004:123). Computer-aided qualitative data analysis could also be used to manage and assist in coding, but the researcher opted to do the data coding manually. Data were analysed manually in relation to themes. Finally, the data that were examined and isolated according to specific criteria were categorised and coded in relation to a specific meaning and classification scheme.

The researcher read all questionnaires and listened to transcripts from data audio recording(s) repeatedly, making notes to individualise themes and patterns as per the viewpoint of participants. Ultimately, the following themes were coded relative to their relevance and recurring phases, significant information specifically mentioned, theories, differences of perceptions and new information. On the other hand, a literature review was also used to thoroughly collect data for the study, which guaranteed the trustworthiness of the research. The literature review was triangulated with structured

open-ended questionnaires and structured open-ended telephone interviews from participants to supplement and validate the data collected.

Table 3.3 Themes

Key themes	Corruption	Root causes	Prevention	Investigation	Socio-economic
Sub Themes	Public authority, power / private benefit	Greed / entitlement / living large / personal enrichment	Life style audits / lie detectors	Complex / work load	Loss of trust in the police
	Bribes / gratitudes / kickbacks /human/ drug tafficking	Inadequate remuneration	Vetting / background checks	Body, vehicle cameras / Lie detector tests /	Poor service delivery / poverty / scarce resources
	Withhold / leaking information / selling dockets	Imotional intelligence	Not effective enough / no commitment	Unannounced independent audits / internal audits	Justice delayed / denied / fear
	Favours; money; operating licences; cold drinks; lunch; sex for promotion	Arrogance / looking the other way	Annual risk assessment / create effective "fire walls"	Monitoring and evaluation	Negative impact / image
	Dishonest conduct money laundering /cause predudice	Tenders / bidding	Encourage and protect whistleblowers	Covert or random checking	Counterfeit goods promoted / global corruption
	Distorting facts / intimidation / fraud	Peer pressure / caught up in politics	Integrity management	Use technology optimally	Finance mismanagement
	Distorting facts / intimidation / fraud	No fear of being caught / arrested	Adequate salaries	Lack of support by management / motivation	Societal immoralities / increased crime statistics
	Protecting criminals / cover up crime	Nepotism / bias / post promotions	Fair post promotions to next level	Good cops intimidated / killed	Community engagement in solving crime declines
	All rank levels – constables to National Commissioners	Criminal mindset / intentions / upbringing	Ownership / good governance	Backlog of dockets / forensic reports	Increased illegal and counterfeit goods
	Procurement / finance / HRM officials /	Gift registers not in place / Street allowance	Anonimity of whistlblowers	Shortage of vehicles / office space	Legitimate bussinesses collapse due to altenative cheaper counterfeit goods
	Visible police / Detectives / specialised units	Poor preventive mechanisms / enfercement	Adequate education and trainning	Inadequate personnel	Revenue Services not generating enough income tax due to counterfeit goods
	Ten thousand rand and more	Favouritism / inconsistency	Successful procecution	Poor working conditions	Not protected enough
	Happens daily / very rampant	Ignorance / No sense of respect	Anti-Corruption culture	Withdrawn criminal dockets	Victimisation / torture / death / and sidelining of whistleblowers
	Members of the public/ entice police	Defend a fellow colleague	Harsh consequential management	Intentional poor quality of work	Treated as outcasts
	Spouses business	Oath of office / avoiding prosecution	Live within your means	Tip-off criminals	Perception that all police officers are corrupt
	Syndicates / government official	Budget / poor financial skills	Command and control / honesty	Intentionally prolonged investigations	Perpetual expoitation of vulnerable communities
	Service providers	Fear of victimisation	Discipline and respect	Exploit poor victims' situations	Mafia state of police officials
	Corruptor and corruptee free reign	Poor recruitmen and induction processes	Quality work ethics	Use all available resources optimally	Low level of security

Big cities / free reign	The more you earn, the more you want	Don't hire criminals	Not all police officials are corrupt	High cost of living / Unemployment
Members of the public entice police	Above the law	Enough preventive measures in IPID	No known IPID involvement in corruption	PPE procurement scandal
Can't brush police officers with one brush	Police act as kings/chiefs	Conflict of interest register	There are good police officers	Communities deprived of services
		Declaration register	We might beat this beast	Few rotten apples paint the SAPS as corrupt

Table 3.3 illustrates the themes and subthemes selected from the questionnaires and interview responses from detectives and specialised detectives. The coding involves a process whereby some segments of text are attached to certain meaningful key labels. Themes were linked to the evaluation of corruption and non-adherence to preventive measures by the SAPS members.

The researcher also used the Data Analysis Spiral technique to organize and analyse the collected data. The researcher engaged in the process of moving in analytic cycles instead of using a fixed linear approach (Creswell, 2007:150). Moreover, the researcher started with data of text or images and ended with an account or a narrative (Creswell, 2007:150). The Data Analysis Spiral technique is used in a wide variety of qualitative studies (Leedy & Ormrod, 2001:161). The following steps were applied during the analysis of collected data:

• Coding and categorising the data

The words members in the SAPS used, namely "corruption", "non-adherence" and "preventive measures" served as units for use in the analysis process. Collected data were broken down into units for analysis and categorizing.

• Reflection on the early coding and categories

The collected data were checked repeatedly to get a sense of what they contained. The transcripts, notes and texts were continuously reflected upon, and comments and reflections were added in the margins along the raw data. This process assisted the

researcher with possible categories and interpretations. Reflections assisted in enriching the data with new thinking during the analysis process.

- Identification of themes and relationships

Reflections were used to evaluate the prevalence of corruption and non-adherence to preventive measures in the SAPS. The reccurring themes and interconnections between units and categories that emerged were meticulously scrutinised by the researcher. General explanations and emerging themes were classified accordingly. A general sense of the prevalence of corruption and non-adherence to preventive measures by police members in the SAPS was obtained by the researcher.

- Checking out emerging explanations

The researcher read through the data, reviewed themes and statements with all the emerging explanations and themes to check their validity against reality. To establish where the different authors' views and findings differed or concurred, data were compared against one another.

- Developing a set of generalisations

When the reflection on the data and checking out the themes and explanations in the field had been done, the researcher integrated and summarised the data pertaining to the prevalence of police corruption and non-adherence to preventive measures in the SAPS to develop a set of generalisations explaining the themes and relationships identified in the data. The findings are included in this step.

- Using the new generalisations

To make recommendations in mitigating the prevalence of police corruption and enhancing the adherence to preventive measures by members of the SAPS, new generalisations were used.

Below is an overview of participants' responses and lived experiences concerning the prevalence of police corruption and non-adherence to preventive measures by police officials.

3.4.5   Methods to ensure trustworthiness

Trustworthiness in qualitative research relates to the extent to which the researcher can persuade his or her audiences (including self) that the findings of the research are worth paying attention to, and worth taking account of. Furthermore, what augments can be mounted, what criteria invoked, and what questions asked, that would be persuasive on the issue in question (Lincoln & Guba, 1985:291). There are several methods for assessing the trustworthiness of qualitative data. The strategies may include data triangulation; prolonged engagement with the community or study setting; consulting with study participants on the accuracy and validity of the data and study findings; as well as maintaining and documenting analytic decisions during the study. Even though the strategies for rigour are time-consuming and not always feasible, deploying them enhances the study's credibility (Given, 2008:10). These strategies are important to researchers in ensuring ways to increase the rigour of their qualitative studies and for readers to use as a means of assessing the value of the findings of qualitative research (Krefting, 1990:215). Subsequently, researchers have found it useful to ask themselves the following four questions when establishing trustworthiness (Lincoln & Guba, 1985:291):

- Truth value: How can one establish confidence in the "truth" of the findings of a particular research for the participants with which and the context in which the research was carried out?

  Accordingly, the researcher established confidence in the truth of the findings based on the research design, participants and the context in which the study was undertaken. Furthermore, the researcher ensured that the information obtained from the respondents is credible. This was done by using the same structured open-ended questionnaire and structured open-ended telephone interview throughout the research. Thus, the trustworthiness of the data was enhanced.

- Applicability: How can one determine the extent to which the findings of a particular research have applicability in other contexts or with other participants?

  Consequently, the researcher integrated data from the literature with data obtained from the structured open-ended questionnaires and structured open-ended telephone interviews. As a result, the researcher could determine that the research was applicable and established trustworthiness. In addition, transferability was ensured.

- Consistency: How can one determine whether the findings of the research would be repeated if the research was replicated with the same or similar participants in the same or similar context?

  To ensure consistency and dependability, the research questions and aims of the research guided the content of the interview schedule. A regular interview schedule was employed for all participants.

- Neutrality: how can one establish the degree to which the findings of the research are determined by the participants and conditions of the research and not by biases, motivations, interests, or perspectives of the researcher?

The researcher remained neutral throughout interviews, data presentation and data analysis. To achieve neutrality and confirmability, participants were not influenced when answering the questions. Furthermore, the researcher refrained from interrupting the respondents while they were responding to questions. The researcher only asked a follow-up question if the participant's answer was unclear.

In addition, the researcher went through all the questionnaires to ensure that the responses reflected what was said by them. The researcher played back and listened to tape recordings during the structured open-ended telephone interviews to achieve trustworthiness with regard to what was said by participants when integrating the information. The research questions and aims of the research guided the content of the interview schedule. A standard interview schedule was used for all participants. During the interview, the researcher maintained control and remained focused on the scope and research questions.

Moreover, the researcher frequently engaged with his supervisor for guidance regarding the interviews. This ensured that trustworthiness was maintained throughout the interviewing process. Hofstee (2006:149) states that engaging other scholars is a key process in the academic method, and the researcher was subjucted to the following basic rules of engagement:

- It is about the work, not the person, so stay impersonal.
- The use of other scholars must serve your point. Make sure that your engagement with others scholar is always somehow related to the point you are making, and clearly indicate how it is related.
- When you challenge the work of other scholars, have the evidence (logic, data, other academics' work) to back up your point/s.
- Always be fair. In other words, accurately represent other scholars' words, their meaning, their intention and their context.
- Be sure that you understand the other authors' main argument. If you do not understand the main point of the other author's argument, you cannot criticise, validate

or engage him or her successfully. If you only pay attention to the main point, you are likely to end up believing everything.

- Always reference (in the text, in endnotes or in footnotes).

According to Kothari (2004:111), the trustworthiness can be tested by determining the following things about the said data:

- Who collected the data?
- What were the sources of data?
- Were they collected by using proper methods?
- At what time were they collected?
- Was there any bias of the compiler?
- What level of accuracy was desired?
- Was it achieved?

Zohrabi (2013:259) states that the steps below will ensure the reliability of the findings:

- The investigator's position

To increase the reliability of the research, the researcher explained the different processes and phases of the research explicitly, and elaborated on every aspect of the study. The researcher described in detail the rationale of the study, the design of the study and the subjects of the study (Zohrabi, 2013:259).

- Audit trail

In accordance with Zohrabi (2013:260), the researcher described in detail how the data were collected, how they were analysed, how different themes were derived and how the results were obtained. This detailed information can help replicate the research and contribute to its reliability (Zohrabi, 2013:260).

- Triangulation

Zohrabi (2013:259) states that collecting varied types of information through different data sources can enhance the reliability of the data and the results, therefore replication of the study can be carried out easily. In this study, the researcher used different data collection methods such as a literature review, structured open-ended telephone interviews, and structured open-ended questionnaires (Zohrabi, 2013:259). More than one source of data such as the specialised investigation units, police detectives, team leaders and commanders in the SAPS were interviewed.

3.5   ETHICAL CONSIDERATIONS

In today's corporate and business world, as well as in academic and educational fields, ethical conduct is a highly discussed and debated issue (Grigoropoulos, 2019:167). The concept of ethical behaviour and value systems in the organisational setting has become an organisational priority in the 21st century (Grigoropoulos, 2019:167). Ethics in research pertains to a code of conduct while conducting research (Sekaran, 2003:17). Ethical behaviour applies to organisations and individuals that sponsor the research, the researchers who carry out the research, and the participants who provide the necessary information. Moreover, ethical conduct permeates each step of the research, from data collection; data analysis; reporting; and publishing of information. Thus, how participants are treated and how confidential data are protected are all informed by ethical conduct (Sekaran, 2003:17-18).

In accordance with UNISA (2016:11), the researcher adhered to the university's policy on research ethics which emphasise the following four internationally recognized moral principles of ethics as bases for research:

- autonomy (research should respect the autonomy, rights and dignity of research participants);

- beneficence (research should make a positive contribution towards the welfare of people);
- non-maleficence (research should not cause harm to the research participant(s) in particular or to people in general);
- justice (the benefits and risks of research should be fairly distributed among people).

The researcher obtained permission to conduct research from the SAPS' Deputy Provincial Commissioner: Corporate Services of the Northern Cape, permission was granted and the letter of authority is attached as Addendum 1. Furthermore, the IPID's Acting Executive Director granted permission and the letter of authority is attached as Addendum 2. Moreover, the Head of Research in the SAPS, granted permission to conduct research in the DPCI and the letter of authority is attached as Addendum 3. Finally, permission was also obtained from the gatekeepers and persons in charge of Kimberley Detectives, DPCI and IPID. Therefore relationship of trust was created through these letters of authority and the participants did not find it challenging to participate in the research. According to Leedy and Ormrod (2005:101-103), it is imperative for researchers to adhere to the following ethical issues during research:

- Obtain informed consent and voluntary participation. Participants must be given sufficient information concerning the research to be able to make an informed decision. Therefore written consent was obtained from the participants.
- The participants must be protected from harm. Therefore the researcher conducted interviews under circumstances where participants were comfortable and not exposed to stress or embarrassment.
- The right to privacy of the participants was respected. Responses by the participants were not disclosed in a manner that exposed the specific participant unless the participant agreed in writing to disclose responses.
- Honesty with professional colleagues is imperative. Therefore the researcher did not fabricate data to support specific findings. All sources were acknowledged accordingly.

- The identity of all participants was kept confidential. Participants were informed that their personal details will not be published in the research report.

The researcher ensured that the constitutional right to privacy in the Bill of Rights is adhered to in accordance with the Constitution of the Republic of South Africa, 1996. Lastly, the researcher maintained truthful report writing, as all sources consulted were referenced and incorporated into the list of references.

3.6   SUMMARY

This chapter focused mainly on outlining the research process and research methods used to achieve the objectives of the research, which included qualitative research methodology. The methods used to ensure trustworthiness were discussed, as well as the ethical considerations and limitations of the study. Ultimately, the behaviours, opinions, feelings and experiences of participants were explored. The next chapter will focus on the research findings.

CHAPTER 4: RESEARCH FINDINGS

4.1 INTRODUCTION

The previous chapter explained the process, purpose, and rationale of the qualitative research design and methodology. Moreover, the chapter explained how the study was conducted and the data collection, data analysis, ethical issues, and limitations of the study to answer the research question. Subsequently, after the collection of data, the information was coded and appropriate data analytical techniques were used to evaluate the prevalence of police corruption and non-adherence to preventive measures (Sekaran, 2003:340).

This chapter presents the findings of the literature review and the interviews with research participants selected from police units that investigate corruption. The findings are based on the research aims and questions which were set in Chapter One of the study. To ensure that the objectives were achieved the research findings will be put forward in the following subparagraphs. The findings were deduced from the research questions and responses by research participants through structured open-ended questionnaires and structured open-ended telephone interviews. Subesequently, the analyses of the data collected from primary sources and secondary sources and presentation and interpretation of the results of the study will be explored. The purpose of the documentation and analysis process is to present data in a comprehensible and interpretable form so that trends and relations can be identified according to the research aims. Furthermore, the responses from the research participants seek to answer the research questions as outlined in Chapter 1. The study relied on primary data by conducting structured open-ended telephone interviews and using structured open-ended questionnaires, as well as secondary data by means of a literature review. Lastly, the goal of any research is to transform loads of raw data into meaningful facts.

Once data are gathered, reading and interpretation are the starting points for meaningful analysis (Bazeley, 2009:7). However, building an argument requires that conclusions are

drawn from across the full range of available data (Bazeley, 2009:19). Data from structured open-ended questionnaires and structured open-ended telephonic interviews were presented in verbatim quotes and paraphrased. In addition, tables and figures were used to present in numerical form to enhance understanding and interpretation. Equally important is contextualisation and making connections between the themes to build a coherent argument supported by data (Bazeley, 2009:21). Moreover, some responses in different themes and sub-themes were saturated, meaning that there is a relation between the themes and a connection in the responses of research participants. To protect the anonymity of the research participants, the researcher used pseudonyms.

The results are organised according to the themes of the research mentioned in Chapter One. Furthermore, the findings are presented as verbal descriptions and representations such as tables, figures and charts. For instance, tables were used to illustrate the values of the results in numerical form and to present data in an organised format that makes them easier to interpret and understand. The purpose of this chapter is to ascertain whether the research obectives which were set in Chapter One were achieved or not. The research findings will be presented in the subparagraphs below to establish that the obectives were met. The researcher came to the following findings after all identified issues in the study were dicussed.

4.2 PROFILE OF RESEARCH PARTICIPANTS

All 22 research participants form key role players in this study. The research participants were coded as Participant 1 up to Participant 22.

Table 4.1 outlines a summary of the research participants' profiles in terms of age; gender; years of experience as police officers; level of education; rank/level; and police unit attached. The expected number of research participants meant to dispense the primary data were 100% ($n = 23$). Unfortunately, the response rate was 95.65% ($n = 22$) out of the expected 23 research participants. Nevertheless, the response rate was

adequate to evaluate the prevalence of corruption and non-adherence to preventive measures among the police members in the South African Police Service (SAPS).

Table 4.1:   Description of Participants

Variable	Category	Frequency	Percentage (%)
Gender			
	Female	4	18.18
	Male	18	81.81
	Total	**22**	**100.00**
Age			
	51-65	4	18.18
	41-50	8	36.36
	31-40	10	45.45
	20-30	0	0
	Total	**22**	**100.00**
Years' experience			
	6 – 10	1	4.54
	11 – 15 years	6	27.27
	16 years and above	15	68.18
	Total	**22**	**100.00**
Level of education			
	Masters+	0	0
	Honours degree	4	18.18
	Diploma	10	45.45
	Matric/experience	8	36.36
	Total	**22**	**100.00**
Rank/Level			

	Assistant Director	3	13.63
	Senior Investigator	2	9,09
	Lieutenant Colonel	1	4.54
	Captain	6	27.27
	Warrant Officer	3	13.63
	Sergeant	5	22.72
	Constable	2	9.09
	Total	**22**	**100.00**
Unit			
	Kimberley detectives:	14	63.63
	IPID investigation unit	5	22.72
	DPCI	3	13.63
	Total	**22**	**100.00**

The following section responds to research question one.

4.3 UNDERSTANDING POLICE CORRUPTION IN THE SAPS

The findings from responses by research participants illustrated various experiences in understanding police corruption in the SAPS. The lived experiences of research participants in understanding police corruption in the SAPS are discussed in this section, under the following sub-sections: types of corruption and police perspective on corruption.

4.3.1 Types of corruption

The Prevention and Combating of Corrupt Activities Act, No 12 of 2004(4)(a-b) states that any public officer who, directly or indirectly, accepts or offers/intends to accept any

gratification from any other person, whether for the benefit of himself or herself or the benefit of another person; or person who, directly or indirectly, gives or offers to give any gratification to a public officer, whether for the benefit of that public officer or the benefit of another person, to act, personally or by influencing another so to act, …is guilty of the offence of corrupt activities relating to public officers (Department of Justice (DoJ), 2004:17-18). Subsequently, in October 1997, the Department of Justice merged with Constitutional Development and became the Department of Justice and Constitutional Development (DoJ&CD) (DoJ&CD, 2004:384).

These corrupt activities amount to the following:

- Illegal, dishonest, unauthorised, incomplete, or biased. What is the activity here?
- Misuse or selling of information or material acquired in the course of the carrying out or performance of any powers, duties or functions arising out of a constitutional, statutory, contractual or any other legal obligation.
- The abuse of a position of authority.
- A breach of trust.
- The violation of a legal duty or a set of rules.
- Achieve an unjustified result.
- Unauthorised or improper inducement to do or not to do anything.

Table 4.2   Classification of police corruption results

Theme	Subthemes	Frequency	Percentage
Characteristics	Corrupt activities / dishonest	22	100
Nepotism	Promotions / loopholes	22	100
Abuse of power / authority	Fraudulent tenders / patrols / investigations	22	100
Impropriety	Inflate prices / procurement process	21	95.45
Embezzlement	Funds	19	86.36

Sexual abuse	Recruitment / harassment	18	81.81
Bribery	Self-enrichment	16	72.72
Theft	Dockets / firearms	22	100
Favours	Gratitude / gifts	22	100
Killings	Work independently	14	63.63
Extortion	Community members	5	22.72
Money laundering	Financial difficulties	8	6.36
Drug trafficking	Greed	20	90.90
Interfering with investigations	Covering up crimes	15	68.18
Sections	Detectives, patrol officers	22	100
Ranks / levels	Lower ranking: Constables, Sergeants, Warrant Officers / High ranking: Deputy Commissioner	22	100
Amount of money	Hundred rands upwards	20	90.90%
Frequency	Daily basis / regularly	22	100%
Life styles	High standard	22	100%
Locations / areas	Cities / big towns	14	63.63%

Table 4.2 presents the types of police corruption identified by research participants. Furthermore, it outlines the clasification of police corruption results in terms of themes, subthemes, frequency and percentage. The results from participants presented in percentage are as follows: 100% (n = 22) attributed corruption to dishonesty, nepotism, abuse of power or authority, theft and favours; 95.45% (n = 21) impropriety; 86.36% (n = 19) embezzlement; 81.81% (n = 18) sexual abuse; 72.72% (n = 16) bribery; 63.63% (n = 14) killings; 22.72% (n = 5) extortion; 6.36% (n = 8) money laundering; 90.90% (n = 20)

drug trafficking; and 68.16% (*n* = 15) interfering with investigations. The response rate was adequate to evaluate the clasification of police corruption results amongst the participants.

When asked what type of crime constitutes corrupt activities, research participants 1, 3, 5, 7, 10, 11, 14, 16, 17 and 20 alluded that the types of corruption include bribery, extortion, nepotism, sexual favours, money laundering, drug trafficking, abuse of power, defeating the ends of justice, lobbying, embezzlement, theft, maladministration, mismanagement and deliberate delaying of legal and official processes, procurement corruption, fraud and exploiting official capacity to enrich oneself or to get some kind of benefit. Hence nepotism; favouritism; jobs for sale or sex; and unqualified staff being hired are the state of affairs in the SAPS (Kumssa, 2015:6). Basdeo (2010:392) refers to the above as direct criminal activities, which are characterised by a police officer committing a crime against a person or property for personal gain in clear violation of both departmental and criminal norms. In fact, concerning procurement, corruption is easily committed since it begins with inflating cost and sharing the cost mark-up (OECD, 2015:50).

In addition, research participant 2, 3, 7, 9, 11, 14 and 16, mentioned that it includes receiving expensive gifts in return for favour to the donor, stealing dockets, submitting false claims, interfering with investigations, covering up of crimes, conducting improper investigations in exchange for money, maliciously interfering with the justice system, not arresting drunk drivers in exchange for money, and convincing victims to withdraw cases in exchange for money, stealing of liquor and firearm licence money stolen, and abuse of state resources to benefit self, destroying evidence, stealing dockets and selling of information. Furthermore, corruption includes undue discount on items bought, free coffee, cold drinks when filling up fuel at fuel stations, and swiping of personal cards to gain points when refuelling. Basdeo (2010:392) refers to the above as 'The Fix', characterised by the undermining of criminal investigations or proceedings or the "loss" of dockets. In the same way, Basdeo (2010:391) cites 'shakedowns', which is characterised by acceptance of a bribe for not following through a criminal violation, which

is not making an arrest, filing a complaint or impounding property. For instance, between January 2021 and June 2021 Corruption Watch received 12% of police corruption reports out of 1 964 allegations of corruption (Corruption Watch, 2021a:1-2). Interestingly, top of the list is the SAPS with incidents of corruption such as the abuse of authority at 37%, dereliction of duty at 34% and bribery at 22% (Corruption Watch, 2021a:2-3).

On the other hand, research participant 16 associates corruption with:

> "Assisting criminals / transgressors to evade the law…influencing management decisions such as appointments and transfers to name a few; assist in escapes; disappearance of dockets, exhibits, etc. Assist stealing of police resources such as firearms and also being hired to kill / eliminate people. Protecting drug lords and selling their drugs".

 The Western Cape Anti-Gang Unit commander Lieutenant-Colonel Charl Kinnear was killed on 18 September 2020 *(Killian v S* [2021:1 & 7]). It is alleged that he was investigating several high-profile investigations which involved well-known underworld gang members, including alleged police corruption matters *(Killian v S* [2021:1 & 7]). Sayed and Bruce (1998b:3-14) concur that the following illegal conducts or misconducts qualify as being corrupt under the above definitions and which are specific to the police: favouritism, bribery and related practices, kickbacks and similar payments, diversion of police resources, deceptive practices, theft, and pre-meditated criminal activity.

4.3.2 Police perspective on corruption

The literature review revealed that there are two forms of corruption, namely, extortive corruption and collusive corruption (OECD, 2015:75). Extortive corruption is the easier form to observe and control, while collusive corruption is difficult to observe and control. Furthermore, collusive corruption is subtle, often hidden behind campaign finance, compensated board positions, exchange of benefits, or some willingness among high-ranking officials to support their friends (OECD, 2015:75). For the most part, with collusive

corruption there is a genuine agreement between research participants and they all benefit from the crime (OECD, 2015:75-76). Furthermore, hundred percent (100%) of research participants indicated that on the whole, corruption is the dishonest and unethical conduct for personal gain by an individual with authority. Research participant 16 was of the view that:

> "Corruption is dishonest and unethical conduct by a person who is having power / authority for personal benefit. This is a method which is also used as an excuse for gratification. It is also vital to mention that corruption is a method used by corruptors such as companies or people to by-pass a specific process in order to reach their objective. Corruptors will stop at nothing in order to make their offer desirable. It is one of the most decays that has infiltrated police profession".

The police officers might receive gratification from the offender and fail or refuse to act in a proper and lawful way when executing their official duties. Police officers abuse their authority and power by accepting gratification (monetary gain). As research participant 13 put it, "corruption is when members do things to gain money for personal use or don't do what they are supposed to do". Punch (2009:18) refers to police corruption as "an act of an officer knowingly doing or not doing something that is against his or her duty for some financial or material gain or promise of such gain".

> Moreover, research participant 3 was of the view that "corruption occurs in many instances. It involves failing to act or report a crime or investigate where a police might receive gratification from an offender and fails / refuse to act. Officers also abuse their authority by accepting certain gratification for doing their job".

Research participant 22 alluded that the meaning of corruption is the "abuse of entrusted power for personal gain or favour to another person". Research participant 19 agreed that corruption is "any act that is committed by an official to extract money or favour from

public or state". Basdeo (2010:391) regards the above as protection of illegal activities, which is characterised by police protection of those engaged in illegal activities (prostitution, drugs, pornography), thus enabling the business to continue operating. In return, corrupt police officers receive shakedowns, which are characterised by acceptance of a bribe for not following through a criminal violation, which is, not making an arrest, filing a complaint or impounding property. Research participant 8 added that "corruption is an illegal act of soliciting a bribe or gratification from anybody for doing something or a favour for an individual or group of people". Similarly, research participant 1 asserted that corruption

> "It's a dishonest conduct by someone in power or whose authority has been vested in him. Doing something dishonest but knowingly doing so. Misusing your authority to gain something undue to you. That for corruption to exist there must be a corruptor and a corruptee".

Research participant 9 concurred that "It is the abuse of public power for private benefit". In agreement, research participant 2 defined corruption as favours that are done for any exchange of gratitude in the form of money, special treatment, or sometimes drinks. Research participant 2 added that the person in authority will overlook or ignore certain rules and regulations for the exchange of gratification. Research participant 12 said "to me it means obtaining some kind of reward, money or gift for performing official duties. Withholding valuable information from the state in the combating of crime". Research participant 15 agreed that "corruption is when the members of SAPS receive a bribe in favour of the suspects to gain access to certain things or favours from the organisation, from that particular individual". On the other hand, research participant 18 referred to corruption as "the unlawful and intentional committing of a crime contrary to the act causing disrepute to the organisation. It is accepting gratification illegally and dishonestly and in an unauthorised manner. It is the over-exertion of power".

For instance, affiliated researcher Sian O'Faolain allegedly observed how police officers took food or money for food from men who owned shops or shebeens in the townships.

Sian O'Faolain allegedly observed this incident while patrolling with police officers in Township C, Gauteng (Vigneswaran & Hornberger, 2009:16). Research participant 2 further stated that "It has become a daily practice when on duty. Members would stop at the shops owned by Nigerians to request cold drinks; money; etc.; they expect any amount ranging from R25,00 for a cold drink up to R10 000,00 depending on the crime committed". Similarly, the study further revealed that the amounts of transactions / money accepted by corrupt officials differ. For instance, research participants 1, 3, 10, 11, 14, 16, 17, and 20 concurred that police officers will accept an amount from less than R100.00 to millions of rands, depending on the corrupt activity offered. Research participant 9 conceded that "I know of a case where it is alleged that a Colonel influenced a victim to withdraw a case for a R10 000.00". The different amounts mentioned by several research participants confirm that corrupt police officers in the SAPS will accept any amount of money offered in exchange for ignoring   corrupt activities. An example of this is former Lt Gen. Arno Heinrich Lamoer, who was convicted and sentenced for eight years direct imprisonment with two years suspended for five years because he accepted the gratifications given to him by Mohammed Saleem Dawjee and two others to the value of R67 329-50 *(S v Dawjee and others* [2018:23-24 & 56]).

Complementary to this, research participant 3 pointed out that corruption means "To act or conduct in a manner that cause prejudice to obtain or gain gratification by abusing authority"; while research participant 7 was of the opinion that:

> "Corruption in the SAPS basically means benefiting from being in their position as SAPS members. Not normal legal benefits, illegal benefits. They use their positions as SAPS members to commit corruption, and as SAPS members they feel like they more in a position to cover-up their corrupt activities. Because of their position of power and authority, corrupt SAPS members feel they are entitled to get away with corruption. Often these corrupt practices have begun even before they became SAPS members".

Similarly, research participant 10's view is that "The word corruption means dishonest behaviour by those in position of power, such as managers and government officials". Research participant 10 concluded that "Corruption in IPID can mean receiving gifts from those who have either tendered with the company. It can also mean diverting funds, laundering money and defrauding people". Research participant 11 pointed out that corruption means "Dishonest or fraudulent conduct by those in power, typically involving bribery. Example, the misdirection of company funds into shadow companies and then into the pockets of corrupt employees". Research participant 20 asserted that "The understanding is that corruption is taking accepting money from the public in order for the police to can make people favours in contrast to what they are supposed to do in terms of the law". Similarly, while affiliated researcher Xolani Tshabalala attended a police parade that precedes the daily work of police officers in the field, he observed a surprise visit at the parade by a Police Superintendent. Tshabalala observed how the Police Superintendent expressed her concern through an address to junior police officers at reports of police officers soliciting and accepting bribes during their work (Vigneswaran & Hornberger, 2009:24).

When asked how frequently officers in the SAPS will be involved in corruption, research participant 10 pointed out that "Currently it is difficult to prove how frequently officers are involved in corruption. More were high ranking officers who are involved in personal protective equipment (PPE) and they have been arrested". Research participant 3 confirmed that police officers are involved in corruption very often, especially if it involves a small amount of money or acts that are less noticed. Police officers accept R1000.00 or even less. Research participant 17 confirmed that "it would start at making a few Rands, but when they get relaxed I think it will happen on a daily basis, even if they are not on duty". In agreement, research participant 16 states that "If not caught and arrested it become a habit. So it does not stop as soon as it start. It becomes a norm and the longer it exist the more new methods of evading arrests are developed". Moreover, research participant 14 asserted that police officers in the SAPS will get involved in corruption until they get arrested. Research participant 16 added that "New corrupt members get attracted to this decay of corruption as ineffective preventive measures

allow its free flow existence". Furthermore, the study revealed that during the year 2000 the Anti-Corruption Unit (ACU) arrested and charged 1048 police officials and this number indicate that police corruption is prevalent in South Africa (Basdeo, 2010:394). Consequently, this huge number of arrests indicate that the ACU was recognised by the public as a trusted structure where complaints of corruption could be made without fear of victimisation, until its closure in the year 2000 (Newham & Gomomo, 2003:8). In agreement, 100% *(n = 22)* of the research participants indicated that on the whole, corruption is the dishonest and unethical conduct for personal gain by an individual with authority. Table 4.3 illustrates the classification of police perspective on corruption from research participants. The frequency of the identified themes and subthemes, as well as their percentages is also illustrated. Furthermore, it outlines the clasification of police perspective on corruption in terms of themes, subthemes, frequency and percentage. The results from participants presented in percentage are as follows: 100% ($n = 22$) attributed corruption to dishonesty, unethical conduct, abuse of power or authority, corruption; 86.36% (n = 19) gratification; 40.90% ($n = 09$) embezzlement; and 63.63% ($n = 14$) killings. The response rate was adequate to evaluate the police perspectives on corruption.

Table 4.3   Classification of police perspective on corruption

Theme	Subthemes	Frequency	Percentage
dishonesty	Taking bribe /prejudice	22	100
Unethical conduct	Hiring / promotions	22	100
Abuse of power / authority	Personal benefit	22	100
Corruption	Corruptor / corruptee	22	100
Gratification	By-pass processes	19	86.36
Embezzlement	Redirection of funds	09	40.90
Killings	Police profession infiltrated	14	63.63

The next section responds to research question two:

4.4 THE ROOT CAUSES OF CORRUPTION IN THE POLICE

It surfaced from the literature review that in most cases police corruption arises primarily from shortcomings in recruitment, training and promotion, resources such as pay and equipment, systems of accountability within the police divisions, courts and the law, and the institutional culture that inhibits the development of professional police standards (Williams, 2002:87-96). Table 4.4 indicates the perceived root causes of corruption in the police, as highlighted by the research participants. The frequency of the identified themes and subthemes, as well as their percentages is also presented. Moreover, it outlines the perceived root causes of police corruption in terms of themes, subthemes, frequency and percentage. The results from participants presented in percentage are as follows: 100% (n = 22) attributed perceived root causes of police corruption to personal moral failure, institutional culture failure, low remuneration and socio-economic factors; 95.45% (n = 21) deficient recruitment, training and promotion of staff; 77.27% (n = 17) greed; 81.81% (n = 18) inadequate accountability mechanisms; 86.36% (n = 19) weak procurement processes; 59.09% (n = 13) political influence; and 63.63% (n = 14 code of silence. The response rate was adequate to evaluate the perceived root causes of of police corruption.

Table 4.4:   Perceived root causes

Theme	Subthemes	Frequency	Percentage
Personal moral failure	Disloyal	22	100
Deficient recruitment, training and promotion of staff	Nepotism	21	95.45
Institutional culture failure	Lack integrity and honesty	22	100
Low remuneration	Underpaid / not market related	22	100
Greed	Not all officers	17	77.27

Inadequate accountability mechanisms	Tenders	18	81.81
Weak procurement processes	Supply Chain Management	19	86.36
Political influence	Pressure	13	59.09
Code of silence	No consequences / getting away with it	14	63.63
Socio-economic	Less for a home loan, below basic needs an responsibilities	22	100

4.4.1 Personal moral compass

It was revealed in the literature review that most modern accounts are concerned with identifying causes instead of a high personal moral compass, which is often an important element in initial decisions to engage in corruption (Prenzler, 2009:18). Hundred percent (100%) *(n = 22)* of research participants indicated that a low personal moral compass is one of the root causes of police corruption which constitutes a failure to appreciate beliefs and values regarding right and wrong. Research participant 16 added that "ill-discipline, unethical behaviour and greed" is the reason police officers in the SAPS are involved in corrupt activities. He further pointed out that the root causes of corruption are:

> "Unethical behaviour, greed and lack of discipline for officials. Members / officials who are working with colleagues that are involved in corruptive activities are likely to be also attracted to this behaviour if their counterparts are not arrested. Their unethical behaviour will be deemed as lucrative method".

In addition, research participant 10 held the view that "The root cause of corruption among IPID officers can be attributed to dishonesty amongst those who are in power of position. Wanted to live the way those with money lives. Personal enrichment". Hence the former Acting National Commissioner of the SAPS, General Khomotso Phahlane was dismissed from the SAPS on 30 July 2020 after been found guilty of elements of dishonesty (Thamm, 2020). Research participant 1 asserted that police officers

> "Wanting to justify wrong doings against your oath of office. Having a criminal mind set always wanting to play the role of a defence lawyer. Because they have no sense of respect for themselves and they belong in the wrong organisation that upholds the law. They are dishonest their deeds are not to serve and protect. Because they have no sense separate right from wrong because on the back of their minds any gratification they can get is a benefit".

Moreover, research participant 1 stated that police officers are often involved in corruption, but they are exposed all the time. "It will be from an individual if they chose to be objective and walk away or they take part". Unquestionably, it is important to do a thorough background check during the screening process when recruiting new staff (Kumssa, 2015:6). In the same way, research participant 3 added that being disloyal; and lack of integrity and honesty are the root cause of corruption among police officers in the SAPS. Research participant 7 added that "Another cause is arrogance, who is going to dare question a police officer". Research participant 11 concurred that corrupt activity is initiated "Mostly be police officials with a corrupt mind". He added that this includes "Giving or obtaining advantage means which are illegitimate, immoral, and inconsistent with one's duties". For instance, Captain Morris "KGB" Shabalala, was criminally convicted and sentenced to 10 years' imprisonment for armed robbery, mastering a cash-in-transit heist and attempted murder. He worked at the Crime Intelligence Unit and held the highest clearance in the police service (Saba, 2017). Hence Kumssa (2015:6-7) suggests that knowledgeable resource experts and mentors should be selected, to

change the mind-set of police officers towards corruption, integrity and upholding the law at all times.

4.4.2   Recruitment, training and promotion of staff

The study revealed that 95.45% *(n = 21)* of research participants indicated that the fertile soil for incidents of corruption is created during recruitment, training and promotion of staff. Basdeo (2010:392) refers to this type of police corruption as 'internal payoffs', which is characterised by the prerogative available to police officers (holidays, shift allocations, promotion) which are bought, bartered and sold. An example is when the South African Police Union (SAPU) publicly accused the then SAPS National Commissioner, General Bheki Cele of nepotism. The union argued that General Cele had appointed his family members and friends to senior positions in the police, overlooking better qualified members and not following normal procedures (Burger, 2011:14). Consequently, a public debate about his leadership as National Commissioner followed and most opposition parties called for his dismissal (Burger, 2011:14). Research participant 1 claimed "HR officers giving jobs to the undeserving individuals". Similarly, research participant 3 was of the view that Human Resource Management is involved in promotions and placement corruption. Kumssa (2015:6) states that nepotism; favouritism; jobs for sale or sex; and unqualified staff being hired are the state of affairs in the SAPS. Furthermore, the training of staff is poor, unprofessional and not continuous, which means the development of staff is not monitored (Kumssa, 2015:7).

Research participant 2 confirmed that police officers have to remain for 11 years in one rank before promotion. "If members can only stay two years in one rank up until the rank of Warrant Officer. Then from there be promoted based on qualifications". Consequently, personnel feel that they are not being promoted due to factors such as nepotism, favouritism, jobs for sale or sex, and rejecting unlawful instructions from corrupt management (Kumssa, 2015:7). For instance, in March 2018 Brigadier Khomo and General Mkwanazi from SAPS Crime Intelligence (CI), approached members of the IPID's Task Team, promising them promotions in the SAPS CI if they agreed to give false

statements implicating Robert McBride and other senior IPID members involved in investigating Phahlane (McBride, 2018:7). Another example is when qualified and suitable candidates are ignored during promotion and appointment processes while giving preference to unqualified and unsuitable family members and friends. On 10 November 2020, the DPCI (Hawks) arrested two senior police officials, Brigadier Peggy Morongo, Colonel Malesela Moylan, and a former police officer Colonel Paulina Mokhadi stationed at the DPCI Silverton (Mthethwa, 2020). The arrest was for their alleged involvement in fraud and corruption in relation to promotional appointments in the DPCI (Mthethwa, 2020). Accordingly, Kumssa (2015:7) states that the screening of potential employees during the recruitment process is very poorly executed.

4.4.3 Institutional culture failure

It emerged from the study that 100% *(n = 22)* of research participants indicated that institutional culture is one of the root causes of police corruption. Many people believe that police corruption is caused by society at large, by influences within the departments, or by a disposition toward corruption in individuals drawn to police work (Gate-White & Buckley, 2017:2). When asked which ranks or levels in the SAPS are likely to be involved in corruption, research participant 16 stated that:

> "No section nor department in the SAPS that is immune to corruption. All departments in the SAPS are most likely to be involved in corruption. No level/rank is immune to corruption in the SAPS. All ranks are likely to be involved in corruption. Recent activities whereby police generals were charged with corruption / corruptive activities is an evidence to the fact".

Newham and Gomomo (2003:5) confirm that it is now universally accepted that corruption is an occupational hazard of policing. Thus, where there are police officials with powers to investigate crime and enforce the law, there will be individuals and organizations who will try to influence those officials by offering cash or other rewards (Newham & Gomomo, 2003:5). The view of research participant 20 was that "Since SAPS is a huge organisation

with a lot of members, police officials are involved in corrupt activities on a daily basis. Their economical; social and political environments in which officers operate makes them vulnerable to commit corrupt activities. The society is not only corrupt but its members abuse rights and also police members try their best to be in good relations in society and have compromised societal control". Prenzler (2009:1-2) asserts that the police duties have evolved into a common form across the world, and with this comes a common set of pressures and opportunities for corruption.

Equally, research participants 1, 2, 3, 7, 11, 13, 14 and 20 agreed that all ranks in the SAPS are likely to be involved in corruption. Senior members (higher ranks) will even use their ranks to influence lower ranks to do their bidding in corruption. Research participant 2 emphasised that Constables; Sergeants and Warrant Officers are involved in corrupt activities like bribery and gratification, while senior officers are normally involved in more serious corrupt activities like price inflating, services prices, nepotism and sex for jobs. "Senior officers operate like mafia" Hence the OECD (2015:75) asserted that collusive corruption is subtle, often hidden behind campaign finance, compensated board positions, exchange of benefits, or some willingness among high-ranking officials to support their friends. ". For instance, a range of charges were brought against senior police officials which included corruption, fraud, money laundering, theft and perjury in an R56 million police vehicle branding case (Mathe & Twala, 2020).

According to research participant 7, the amounts vary from very little to a lot – "I would estimate from R300.00 – R100 000.00. It is very rampant and very under reported due to fear to open cases against police officials". Research participant 9 agreed on the rampant corruption, "Out of a scale of 10, I would rate it at 7". In addition, research participant 7 mentioned that police officials get involved in corrupt activities due to influence from other corrupt members. Conversely, research participant 11 believed that police leadership attitudes, attitudes of the rank and file, police direction, the prosecutor and court actions as well as community standards are the root causes of corruption. Indeed, police officers are sworn to protect the citizens within a jurisdiction, but most are involved in corrupt activities for different reasons (Gate-White & Buckley, 2017:2). Basdeo (2010:393)

asserts that the poor management and lack of discipline cause a sense of impunity to develop amongst police officials; the perceptions of accountability start to erode, and vulnerable and already corrupt police officials are trapped deeper into the curse of corruption. Altbeker (1998:80) mentioned that there are many detectives who believe that corruption has increased among detectives and that this can be linked directly to the various factors which have undermined the feeling of pride and loyalty they shared. Research participant 1 explained that:

"There is a lack of command and control in the SAPS. Commanders don't want to reprimand members because they want to be liked, to be good guy. Therefore that will fuel bad behaviour, which lead to not even respecting officers".

4.4.4 Low remuneration and greed

The study revealed a perception among members of the SAPS and the South African society that police officials are poorly paid and that this is one of the main contributing factors of high police corruption (Basdeo, 2010:393). Accordingly, hundred percent (100%) *(n* = 22) of research participants indicated that low remuneration and greed are some of the root causes of police corruption. As identified by research participant 3, and 14 the root causes of corruption include being under-paid and greed. Salaries are not market -related, and too little for the basic needs and responsibilities of police officials. "Officer's salary is too little to even qualify for a home loan". Similarly, research participant 12 alluded that "to me it will be that as police officials are underpaid for the duties performed and long hours of work, for individuals who have a love for money, usually leads to performing corrupt activities to enrich themselves". For the most part, police work involves frequent contact with criminals who are motivated to trade benefits for immunity from prosecution. This lucrative demand-and-supply situation applies to any illegal behaviour coming to police attention, which may result in corruption when individuals act opportunistically (Prenzler, 2009:20). Research participant 21 agreed that the police salary is not sufficient and the cost of living is too high. As a result, debts and high

lifestyles are other root causes of corruption in the police. Research participant 14 further stated that socio-economic factors are the root causes of corruption amongst officers in the SAPS. The low remuneration of police officers is one of the major causes of police corruption (Kumssa, 2015:5). Correspondingly, research participant 6 elaborated that:

"Most common cause of corruption within SAPS: Members standard of living change by associating themselves with those who made it in life and with high standard cost of living. Which is not wrong to associate with those who made it, but members of the SAPS can't themselves when it comes to financial discipline. They want to drive flashy cars, drink expensive alcohol, and compete about who wear what. Especially male officers change girlfriends like chewing gums and female officers are now exchanging information with rich males for cash taken out for shopping".

Responding to whether police officials are greedy by nature, research participant 1 and 2 asserted that police officials in the SAPS are not greedy by nature. Research participant 1 emphasised "No they are not, it's a choice of an individual". Moreover, research participant 2 added that "if one joined the SAPS with a greedy nature to infiltrate the SAPS with their criminal intentions, no one will change them". Hence Burke (2009:50) points out that being involved in crime is the outcome of a career decision, it is a chosen way of life, a way of making a living, and one of a range of options. On the contrary, if one joined with the intention to serve the community and not to be corrupted, they will conduct themselves as such. Peer pressure and living a high standard of life they cannot afford, and police officials buy expensive cars; houses; and clothes. Furthermore, research participant 7 indicated that:

"Corruption is first and formally powered by greed, financial instability. It is a known fact that most SAPS members live a lifestyle beyond their means. I do not agree when people say that SAPS members earn too little money. If they live within their means, they would not need to fund their lifestyle by means of corruption".

In contrast, when responding to whether the salary of police officers is adequate for their basic needs, research participant 7 responded:

"In my opinion, under the current financial climate, it is not. The cost of living is very difficult under normal circumstances but it is getting worse. The SAPS members even struggle to qualify to buy a normal house".

In agreement, research participant 11 said that:

"Police officials' salary in South Africa are too little from the rank of Constable to Warrant Officers. Most of them have a salary that are so much that I don't see why they still have to be greedy".

Furthermore, research participant 7 did not think that police officers are greedy by nature "I think when they join SAPS they have a false set of security, thinking that they will be able to live comfortably, but soon realise that living expenses will outweigh their income".

Consistently research participants 2, 7, 10 and 20 maintained that the root cause of corruption among police officials is greed, low salaries. Research participant 14 added that detectives and supply chain management are sections in the SAPS that are most likely to be involved in corruption. For instance, a former Lieutenant Colonel in the SAPS who worked at the Provincial Crime Intelligence in Kimberley was served with court summon on 2 December 2021 by the Hawks Serious Corruption Investigation team on allegations of fraud (SAPS, 2021). Similarly, a former Provincial Crime Intelligence administrator who is a Public Service Act member (PSA) was sentenced to four years direct imprisonment for defeating the ends of justice by the Kimberley Magistrate Court on 1 June 2023 (SAPS, 2023).

Contrary to the perception of low remuneration, research participant 10 confirmed that "Recently we have seen Deputy Commissioner been arrested for corruption in PPE procurement. It's pure act of greed". However, research participant 10 stressed that "One

cannot brush the officers with the same brush. There are good police officers in the service and those who are greedy by nature". In addition, research participant 11 pointed out the officers in the SAPS want "To be rich fast and leave SAPS". Apart from this, research participant 16 asserted that "greediness is a personal adaption/decay. Nobody is born greedy or trained to be greedy. People allow themselves to be greedy when they adapt to things or activities which they cannot afford". Research participant 14 corroborated that many police officers are living above their salary scale. Research participant 20 cited:

"Financial difficulties amongst officers" as the root cause of corruption. "I'm of the opinion that salaries of Sergeants and Constables is inadequate regarding the economic and social competition of life they are faced with, simply the high standard of living especially in cities and big towns. SAPS officials are not greedy by nature but they are tempted by social and economic circumstances in which they live and work to end-up been greedy and not satisfied of what they are legitimately earning".

In contrast, research participant 3 stated that "Not all police officials are greedy, most of the police officials get involved in corruption for different reasons. There are some who will continuously get involved in corrupt activities because of greed, seeing that they got away with it before". For instance, some police officials justify police corruption by reasoning that they are poorly paid, not promoted, and that the employer does not care (Basdeo, 2010:393). Indeed, not all police officers are greedy or corrupt, for instance, a 41-year-old suspect appeared in the Pretoria Central Magistrates' Court on 09 June 2023 facing an additional charge of corruption. He was allegedly offered to pay a gratification of R20 000 to an incorruptible Hawks detective to overlook overwhelming evidence on his previous charges and to secure his release (SAPS, 2023).

Research participant 1 concluded that:

> "No money can never be enough but one needs to budget. Because the more you earn the more you want. Wanting to achieve material things and not keeping it within your income. Greed plays a major role, then police officials would start to do corruption. Unrealistic goals that one set for themselves. Not being able to budget".

4.4.5 Inadequate accountability mechanisms

The literature review revealed that in most cases, police officers commit corruption with ease because there are no sound preventive measures in place (Kumssa, 2015:7). In agreement, research participant 14 stated that the existing mechanisms are not effective enough. Subsequently, the ineffective preventive measures are perpetuated by corrupt police officers who protect and turn a blind eye on each other because they are accomplices to corrupt activities (Basdeo, 2010:398). The study revealed that 81.81% *(n = 18)* of research participants indicated that inadequate accountability mechanisms are one of the root causes of police corruption. The opinion of research participant 2 was that most police units members do not need to be vetted. No lifestyle audits are conducted on members, and light sentences are given for corruption cases. Research participant 7 agreed that corrupt police officers are "Not fearing that they will be caught and held accountable for their crimes". In similar vein research participant 20 stated that "Bribery of officers by the community members due to lack of consequence thereof" causes corruption. "Lack of strict control over officers, especially in cases where police officers work independently such as detectives and patrol officers". Kumssa (2015:7-8) stated that there are elements that enable corruption within the police organisation which include inadequate accountability mechanisms or poor implementation thereof. Research participant 7 claimed that "Frontline workers, working directly with the public on the ground, it is very easy for police officers to commit bribery, intimidation – especially to uneducated public members".

Equally, research participant 20 added:

"The ethics management in the SAPS is not effective enough since contravention of the code of conduct by members of the SAPS is not handled in a serious light hence adherence to ethical standards is not on the management agenda. No actual ethics strategy exist. There is corruption and fraud prevention plan or strategy but the implementation is not strictly implemented at grass-root level, thus problem of implementation".

Research participant 2 stated that the rate at which serious crime is committed suggests that the accountability mechanisms in place are not effective enough. If the mechanisms were effective enough, one would have seen the impact thereof. Police officials still receive gifts without declaring them. Some police officers register businesses under the names of their spouses who are not employed by the service. Research participant 3 hinted that accountability mechanisms are not effective enough and not completely implemented, as members still receive gifts without registering them. For this reason, inadequate accountability mechanisms lead to abuse of power; poor transparency; as well as lack of supervision (Kumssa, 2015:5). Research participant 7 asserted that:

"Like other spheres of government the preventive measures are not strictly enforced. I get the sense that members are always pointing fingers at each other and nobody is taking responsibility to ensure that preventive measures are enforced".

Research participant 16 reiterated that "Insufficient methods/procedures of dealing with corruption/corruptive behaviour is also a root cause as lack of consequences attract inspiration to corruption". Given the above, research participant 16 concludes that "All policies are just good on paper if not effectively implemented. They are just good on paper as officials do continue with corruptive activities unpunished. They just reflect stats but not effective in ensuring corruptive activities are dealt with effectively". On the whole, the ineffective preventive measures are perpetuated by corrupt police officers who protect

and turn a blind eye on each other because they are accomplices to corrupt activities (Basdeo, 2010:398).

4.4.6   Weak procurement processes

The study showed that potential loopholes are created by preferential procurement; there are no uniform procedure and policy for blacklisting corrupt vendors or public servants; and slow and cumbersome disciplinary processes; lack of skills and understanding to ensure good risk management in many parts of the public service; as well as the lack of comprehensive and effective management information systems present serious deficits in the campaign to ensure effective controls and to prevent and detect corruption (DPSA, 2003:74). Hence 86.36% *(n* = 19) of research participants indicated that weak procurement processes are one of the root causes of police corruption. Research participant 3's perception was that "the ineffective preventive measure makes it very easy for members to partake in corrupt activities because there is no 'fire-walls' or measures to curb corruption". For instance, research participant 1 indicated that "When you order something you don't get everything you ordered. And nothing happens to the supplier". Research participant 1 further stated that "resources are not utilised as expected or optimally. Procurement officers giving business to their favourite suppliers". Basdeo (2010:391) refers to this as 'kickbacks' which are characterised by a police officer receiving services or money for referring businesses to particular individuals or companies. Subsequently, research participant 2 concurred that procurement officers are involved in corruption, especially during the process of identifying a service provider for a tender. Agreeing to the above, research participant 20 added that "these processes are not embarked upon strictly and solemnly as should be and focus is only given to them during organisation diagnosis of the station/unit or entity not doing well".

In the same way, research participant 3 also referred to Supply Chain Management officials who are involved in procurement corruption. Research participant 3 further confirmed "yes, it is very common to find corruption involving procurement officials. Officials get involved in corrupt activities by awarding tenders to certain individuals /

companies and expecting/accepting a pay cut from the recipient". Research participant 17 agreed "I think so seeing that they work with the suppliers on a personal basis. They may not have initiated it but most suppliers knows and accepted they must pay kickbacks''. Admittedly, research participant 16 also acknowledged that procurement officers "They are most likely to be involved in corruption as their prices or preference can be negotiated with gratification".

Research participant 7 opined that:

> "Firstly the most likely in my opinion is of course procurement. I believe, because money (payments) are involved it is the easiest manner for corrupt officials to be corrupt (kickbacks, etc). One only need to look at the case of former Acting National Police Commissioner Phahlane".

Finally, research participant 20 confirmed that: "At some stages however the procurement process in the SAPS is properly regulated although loopholes may be exploited". For this reason, the accountability for the prevention of corruption must be passed on to every public service manager (DPSA, 2003:74). Therefore, accountability must not be left to reside with internal audits, forensic or security units of the SAPS.

4.4.7 Political influence

It emerged from the study that 59.09% *(n* = 13) of research participants indicated that political influence is one of the root causes of police corruption. Prenzler (2009:20-21) believes that there are police protection rackets that are a by-product of a political process in which minority lobby groups successfully influence politicians to criminalise activities from sections of the majority. Hence research participant 3 agreed that the root cause of corruption among police officers in the SAPS is "Pressure from peers, society, seniors, politicians and criminals". Similarly, research participant 7 felt that "Politicians who are in power have used their positions to use police officers in SAPS to commit corruption. The SAPS members should not be caught up in politics". Basdeo (2010:391)

refers to this conduct as 'corruption of authority', which is characterised by an officer receiving some form of material gain by virtue of their position as a police officer without violating the law. An example is the State Capture Commission of Inquiry which heard that the State Security Agency (SSA) ran an operation called "Project Wave" (Mabelane, 2021). The operation was put in place to pay journalists and influence their reporting, using the public purse. The testimony before the commission confirmed that the media house *African News Agency* received bribes to the amount of R20 million to report favourably about the government during former president Jacob Zuma's time in office (Mabelane, 2021). Similarly, during the murder bail application of former CI head Richard Mdluli, with two other senior CI officers as accomplice, Mdluli's testimony revealed a report containing an alleged conspiracy by top ANC members to undermine former President Jacob Zuma's second term of office attempt, using police intelligence resources to settle political scores (Burger, 2011:14).

On the one hand, during March 2021, Police Minister Bheki Cele wrote to President Cyril Ramaphosa requesting the institution of an inquiry into General Sitole's fitness to hold office (Mtshali, 2021). This came after the Pretoria High Court found in January 2021 that General Sitole and his two deputies, namely Lieutenant-General Francinah Vuma, and Lieutenant-General Lebeona Tsumane, were in breach of their duties for not providing and declassifying documents for the Independent Police Investigative Directorate (IPID) to investigate allegations of fraud and corruption against them (Pothier, 2021:2). General Sitole and his two deputies allegedly attempted to procure a 'grabber', which is an electronic device with the capabilities of intercepting phone calls and cell phone messages for an inflated price (Pothier, 2021:2). The attempt to procure the device was allegedly with the idea of influencing voting for the African National Congress (ANC's) top leadership positions (Mtshali, 2021). Subsequently, President Cyril Ramaphosa terminated the employment contract of General Sitole with effect from 31 March 2022 (The Presidency, 2022).

4.4.8 Code of silence

One of the most significant generic characteristics of police culture that promotes corruption is what has been called the "code of silence", which is a strong informal agreement among police officials that no officer will report the misconduct of a fellow officer, or cooperate with any investigations against them (Newham & Faull, 2011:14). In the study, 63.63% *(n* = 14) of research participants indicated that the code of silence is one of the root causes of police corruption. According to research participant 4, "Police officers especially at remote areas do not report corruption activities or when they report it the civilians involved do not want to co-operate because they are afraid of the police. Police officials in remote stations/areas act as kings/chiefs, they rule the community". Moreover, research participant 12 was of the opinion that "officers build relationships up between themselves and in a way cover up for each other, in turn making the preventive measures a bit ineffective". Research participant 2 stated further that police officers would send complainants back and forth just because the case is against a fellow police officer. Research participant 7 agreed: "Absolutely, very frequently there are members of the public who walk into IPID offices and report that police officials refused to open a case for them. Some even go as far as to submit false statements to protect their colleagues". In a similar manner, research participant 20 added that "Yes, absolutely since those are common activities committed by police officers and of which forms crux of most disciplinary cases against police officers". Ultimately, secrecy becomes "a protective armour shielding the force as a whole from public knowledge and infringements" (Newham & Faull, 2011:14).

4.5 MEASURES THAT MITIGATE CORRUPTION

Every organisation should develop risk management mechanisms to minimise or eliminate risks. It emerged from the study that the SAPS is one of the organisations in South Africa that has in place measures to mitigate risks, and one of the risks is corruption in the SAPS. Of significance is whether these mechanisms are effective or not. The sub-sections below look into these mechanisms and their effectiveness.

Table 4.5   Suggested Mitigation measures

Mitigation measures	Subthemes	Frequency	Percentage
Leadership reproach	Non-compromised social control	21	95.45
Community engagement	Law; Awareness; commitment;	20	90.90
High integrity culture	Code of conduct	19	86.36
Accounting mechanisms	Audits / Disciplinary cases / Declaration Registers / dismissal / approval	18	81.81
Salaries	Adjustments / increases	22	100
Education and training	Frequently / grass root level	13	59.09
Ethics management	Not strictly embarked on / implemented / conflict of interest	17	77.27
Whistle-blower	Not protected enough; keep anonymous	22	100
Corruption	Prevention / plan / strategy	22	100
Procurement processes	Tenders	18	81.81

Table 4.5 illustrates suggested mitigation measures of mitigating corruption as alluded to by research participants. Furthermore, it outlines the suggested mitigating measures for police corruption in terms of themes, subthemes, frequency and percentage. The results from participants presented in percentage are as follows: 100% (n = 22) attributed mitigation measures of corruption to salaries, whistle-blower, corruption prevention; 95.45% (n = 21) leadership reproach; 86.36% (n = 19) high integrity culture; 81.81% (n = 18) accounting mechanisms, procurement processes; 90.90% (n = 20) community

engagement; 59.09.% (*n* = 13) education and training; 22.72% (*n* = 5) Ethics management. The response rate was adequate to evaluate the suggested mitigation measures to police corruption.

4.5.1   Leadership reproach

It was revealed in the literature review that during the State of the Nation Address (SoNA), Indicate the year! President Cyril Ramaphosa emphasised that the nation is standing together against corruption to ensure that the perpetrators of state capture are punished for their crimes. The President further confirmed that the government is rebuilding the state and restoring trust and pride in public institutions (The Presidency, 2022:3). The study established that 95.45% (*n* = 21) of research participants indicated that a good leadership approach is one of the measures to mitigate corruption. Research participant 1 emphasised that:

> "Before when one was employed by SAPS a thorough background check
> of the applicant and family should be done. Command and control should
> be on top of the list for every manager. Accountability by the member
> should always be at a centre stage".

Therefore, a top strong leadership that is beyond reproach and wants excellent quality of police service would be the start to end police corruption successfully. The government and the SAPS leadership must lead with vision and integrity, and then the entire SAPS will emulate such, and vice -versa (Kumssa, 2015:7). Research participant 3 agreed that strict command and control, monitoring and inspection of resources, registers and books will likely mitigate corruption and ensure adherence to preventive measures by police officials in the SAPS. Research participant 4 maintained that SAPS management need to make sure that station commissioners, especially in rural areas/stations stick to SAPS policies to help fight corruption; fraud and theft in the organisation. Research participant 14 alluded that frequent workshops, and awareness' campaigns should be conducted. Basdeo (2010:391) refers to this type of police corruption as 'opportunistic theft' which is

characterised by stealing from arrestees, from traffic accident victims, crime victims and the bodies or property of dead citizens.

4.5.2 Community engagement

The study revealed that Vision 2030 of the National Development Plan (NDP) requires of communities to work together with the police to ensure that all people living in South Africa are and feel safe. In realising this vision, the NDP specifically emphasises, "building safer communities", "building a capable state", "promoting accountability and fighting corruption", which are important for the SAPS (SAPS Annual Report, 2018/19:10). Furthermore, it emerged from the study that 90.90% (n = 20) of research participants indicated that community engagement is one of the measures that mitigate corruption.

Research participant 3 suggested that the community should be educated on what to report and such reports should be handled effectively. Corrupt police officials "Puts the image of SAPS in a bad light. People think all police officers are corrupt. Community does not respect the SAPS anymore". Similarly, research participant 4 declared that "The society needs to be informed about what, when, how, and where to report corruption activities and need to be ensured about their safety". Furthermore, research participant 12 indicated that "individuals should know where their priorities lies and draw closer to God, in this way we will live a godly live adhering to the 10 commandments of Christ. It is the only measures available to mitigate corruption and ensure adherence". General Sitole was quoted saying:

> "I am grateful for the cooperation and support of the communities that we serve. Communities play an important role in fighting crime. I wish to urge citizens and members of the community to become active at local levels and support endeavours to address the causes of crime" (SAPS Annual Report, 2018/19:27).

4.5.3   A culture of high integrity

Due to the significant role the police play in society, their association with corruption undermines the trust for public authority and the effective fight against crime (Kumssa, 2015:1). The study revealed that 86.36% ($n = 19$) of research participants indicated that a culture of high integrity is one of the measures that mitigates corruption. More importantly, Research participant 7 emphasised that "At this stage I feel that whatever preventive measures should be audited on a regular basis by institutions independent of the SAPS. It should also be done randomly and not on fixed times and dates". The annual ethics and anti-corruption assessments "I suspect they are done just to comply, but they are not adhered to or acted upon. I have come across cases where senior members (Station Commissioners) are not even aware of gift register".

Research participant 10 explained that "In the IPID ethics plays important part to ensure that corruption does not happen soon. Annual ethics and anti-corruption risk assessment is done annually. This prevent and identify any risk of possible corruption"; while research participant 11 emphasized the "Ethical and accountable state". To achieve this enormous responsibility, the SAPS established an Integrity Management Service as a designated ethics office during 2016/2017, in compliance with Chapter 2 of the Public Service Regulations, 2016 (SAPS Annual Report, 2018/19:269).

4.5.4   Competitive and adequate remuneration

The low salaries motivate police officers to solicit bribes to supplement their household expenses, most importantly to put their children through   basic and higher education (Kumssa, 2015:5). The study indicated that 100% ($n = 22$) of research participants indicated that competitive and adequate remuneration is one of the measures to mitigate corruption. As identified by research participant 3, "The salary is not market related, it is too little for the basic needs and responsibilities of police officials. Officer's salary is too little to even qualify for a home loan". Indeed, low remuneration does not only breed corruption, but also stands in the way of attracting skilled and competent personnel to the SAPS (Kumssa, 2015:5 & 7). Research participant 2 emphasised that "For SAPS

members to be considered receiving adequate salary for basic needs is to review the promotion policy". Correspondingly, research participant 20 alluded that:

> "Adjustment of salaries of Constables and Sergeants by ensuring that percentage of increment is not handled across the board, for instance if is 10% increase for Constables and Sergeants, it must be 5% for other middle ranks and 2% for senior ranks to address salary problems".

In contrast, research participant 10 opined that "As members of the service, we cannot complain about remuneration". Research participant 16 agreed that "No salary will ever be adequate, people will always want more. That is why we cannot explain the involvement of senior officers in the police being involved in corruption".

4.5.5 Adequate accountability mechanisms

The reactive (investigations) and punitive (prosecutions) approach as preventive measures are usually inadequate to tackle an endemic police corruption problem (Newham & Gomomo (2003:5). Hence 81.81% ($n = 18$) of research participants indicated that adequate accountability mechanisms are one of the measures that would mitigate corruption. South Africa is involved with several anti-corruption initiatives at international level; namely, the United Nations Global Programme against Corruption, as well as the United Nations Convention against Corruption (DPSA), 2003:i). In addition, South Africa launched the National Anti-Corruption Programme in 1997, followed shortly by Public Service and National Anti-Corruption Summits (DPSA, 2003:i). Moreover, in 1999 South Africa co-hosted the 9th International Anti-Corruption Conference (DPSA, 2003:i). Finally, in 2002 South Africa adopted the Public Service Anti-Corruption Strategy (DPSA, 2003:i). As a result, the assessment by government showed good progress in implementing the resolutions of the Summits, as solid systems to fight corruption were put in place by state owned enterprises, including the SAPS (DPSA, 2003:i). Research participant 2 stated that the following should be done at least every five years to all police officers: vetting; life style audits; lie detector-tests; and thorough background checks on potential police recruits. Interestingly, research participant 10 emphasised that "Currently the IPID has

not experienced or seen any sections in the IPID involved in corruption". Conversely, an IPID official appeared in the Pretoria Magistrate Court on charges of corruption and extortion on 30 May 2023 (SAPS, 2023). Research participant 10 confirmed that:

> "The corruption cases once identified are registered with the SAPS. However one needs to indicate that the department does not take it lightly once corruption is registered. There is policies dealing with sexual harassment in IPID. Police brutality is registered by the police and investigated by IPID as stipulated by the IPID Act".

Furthermore, research participant 10 maintained that "At IPID there is enough preventive measures towards corrupt behaviour amongst officers. Once corrupt behaviour is detected necessary measures are taken against the concerned member".

For the same reason, research participant 10 emphasised that internal audits should be done regularly in the department to prevent corruption:

> "In the IPID every year we sign conflict of interest register, we also sign declaration register. If a member has a business, he or she must apply to the ED to get approval. Failure to it could lead to disciplinary action and dismissal".

Research participant 11 concurred that "Measures being implemented to respond to, be put to limit bribery and corruption risk". Research participant 16 concluded that:

> "Reactive and proactive measures must be implemented to ensure curb on corruption. Proactive measures must ensure code of conduct and code of ethics in SAPS is not just a document to scream about or to sign annually but an operational mandate or policy. Reactive measures must ensure that consequence management is a key whereby all

transgressors are legally dealt with. Thus will not attract other members
to those corruptive activities as punishment will be immense".

4.5.6   Gold standard procurement processes

It surfaced from the study that 81.81% (*n* = 18) of research participants indicated that gold standard procurement processes are one of the measures that mitigates corruption. The National Treasury Framework on Irregular Expenditure was circulated nationally on 20 December 2018 to all SAPS communication platforms. In addition, an Irregular Expenditure Committee was established under the chairpersonship of the Chief Financial Officer who is responsible for the management and the finalisation of irregular expenditure cases (SAPS Annual Report, 2018/19:26). Research participant 3 emphasised multiple fire-walls to block corrupt activities. Research participant 20 added that "Frequent education and training of police members" is a necessity. The SAPS issued various national circulars to enhance compliance, monitoring and transparency regarding the declaration of interest during the procurement process (SAPS Annual Report, 2018/19:80-81). In conclusion, research participant 1 said the following about procurement processes:

> "It looks good on paper, but because commanders not being accountable, it will remain good on paper. It is not effective because it is not being practised throughout the year. It will never be enough, because individuals always innovate new corrupt strategies".

4.5.7   Support whistle-blowers

The SAPS has various programmes to encourage whistleblowing (SAPS Annual Report, 2018/19:270). For example, Whistle-blowers can report corruption through various communication channels such as the complaints hotline, Public Service Commission hotline, and SAPS Crime Stop on 086 00 10111 (SAPS Annual Report, 2018/19:270). Information can also be communicated via the SAPS MySAPSApp. The SAPS is in the

process of establishing a dedicated ethics hotline for this purpose, as well as the direct reporting to the Integrity Management Service and the Anti-corruption Units (SAPS Annual Report, 2018/19:270). Hundred percent ($n = 22$) of research participants indicated that supporting whistle-blowers is one of the measures that mitigates corruption. Research participant 1 asserted that the establishment and management of whistle-blowing capacity is effective "To a certain extent yes, but sometimes you will be reporting to the individual that is also corrupt". Research participant 16 added that:

> "It is a better step forward though concern is about trustworthiness of officials that are receiving information who are also infected by the decay. Protection of whistle-blowers is a great concern as they are targeted, attacked or even murdered which put a threat to potential whistle-blowers".

On the contrary, research participant 2 proclaimed that the establishment and management of whistle-blowing is not effective enough. "Whistle-blowers are not protected enough, they are treated as outcasts at the workplace and suffer victimisation and side-lining". In agreement, research participant 14 alluded that it is not effective enough, whistleblowing puts lives in danger. The killings of whistle-blowers happen with the sole attempt to silence them and perpetuate corruption unabated (Bruce, 2013:16-17). Unfortunately, those brave enough continue to face threats to their lives from people acting with impunity. A recent example was the violent death of Babita Deokaran on 23 August 2021 in Johannesburg (Corruption Watch, 2021a:1). Indeed, the vulnerability of whistle-blowers needs to be addressed as a matter of urgency (Corruption Watch, 2021a:1-3). Research participant 20 agreed that:

> "Whistle-blowers are not properly protected hence corruption of police members if not of serious nature is not reported to management by the public. Even if promise is made to public members to remain anonymous (unknown) not lot of corrupt activities by police members is reported or exposed".

When asked whether the establishment of a whistle-blowing capacity is effective enough, research participant 7 responded "No, I believe that nobody feels that they would be protected if they report any corruption or crime within the SAPS. People just look the other way, giving the corruptors and corruptees free reign to do as they please". In agreement, research participant 10's opinion was that a whistle-blowing capacity "Is not effective enough. One has to see and listen to Zondo Commission to realise that whistle-blowers are not protected enough. In the IPID members are very careful to be whistle-blower because their identity is blown easily". Conversely, the view of research participant 3 was that "It is effective, but there is still room for improvement". In order to foster a culture of vigilance and constructive reporting, both employees and the public must be convinced that: their reports will be taken seriously; their identities will remain confidential; they do not have to report to supervisors who may be acting in collusion with those suspected of fraud; their reports will be effectively followed up by management or by the Minister, Board, Public Protector or whichever agency they report to; internal disciplinary action will be quick and effective; criminal investigations and prosecutions will be quick and effective; and they will not have to go to court for months or years to give evidence, only to see the case withdrawn (DPSA), 2003:75).

4.6 THE SOCIO-ECONOMIC IMPLICATIONS OF POLICE CORRUPTION

The socio-economic situation in South Africa is one of the corruption drivers in South Africa. The socio-economic situation does not exclude the employees of the SAPS. They are affected just as much as all citizens in South Africa, and therefore, also prone to crime and corruption in its many forms. The sub-sections below look at socio-economic dynamics and their implications on communities.

Table 4.6   Identified socio-economic implications

Implications	Subthemes	Frequency	Percentage
Apartheid system	The law / the economy	17	77.27
Governance implications	Poverty / difficulty / police not visible enough	18	81.81
Crime implications	Increased crime / Fear / code of silence	19	86.36
Service delivery implications	Basic needs hindered / deprive / stolen / reallocation of budgets	18	81.81
Victims of police corruption	Community / whistle-blowers	22	100
Image / trust	Negative light	22	100
Integrity	Low ethical standard	14	63.63
Policing	Ineffective strategies / plans	22	100
Loss	Financial / budget / procurement / resources	22	100

Table 4.6 illustrates the socio-economic implications as identified by research participants. Moreover, it presents the identified socio-economic implications of police corruption in terms of themes, subthemes, frequency and percentage. The results from participants presented in percentage are as follows: 100% (n = 22) attributed corruption to victims of police corruption, image and trust, policing and loss; 77.27% (n = 17) apartheid system; 86.36% (n = 19) crime implications; 81.81% (n = 18) Governance implications and service delivery implications; and 63.63% (n = 14) integrity. The response rate was adequate to evaluate the identified socio-economic implications of police corruption.

4.6.1 Injustices of the apartheid system

The former South African Police (SAP), together with the South African Defence Force (SADF) were instrumental in sustaining and maintaining the apartheid regime by gross violation of human rights for almost half a century (Brogden & Nijhar, 1998:89). The hearings of the Truth and Reconciliation Commission opened a window for the world to witness the ruthless, aggressive and corrupt mechanisms used by the police (Brogden & Nijhar, 1998:89). The study indicated that 77.27% (*n* = 17) of research participants indicated that injustices of the apartheid system are one of the socio-economic implications of police corruption. Research participant 3 said that people are not safe or protected by the SAPS as they should be. The law is not upheld by SAPS as it should be. Money was stolen from the state and made our economy even weaker. Subsequently, money is not utilised as it should be and people and the economy suffer.

On the other hand, research participant 11 stated that the inustices of the apartheid system "Undermines the fairness of institution and process and distorts policies and priorities". In addition, research participant 16 put forward that "Crime becomes a societal norm/way of life. No rule of law, no trust in government systems, future of our youth vanish". For instance, during the gruesome events such as the Port Elizabeth Black Civics Organisation (PEBCO) Three, the Cradock Four, and the Gugulethu Seven and so on whereby anti-apartheid activists were abducted and killed, the SAP engaged in elaborate and effective cover-ups (Minyuku, 1998:12). Subsequently, the apartheid regime survived for almost 50 years from 1948 to 1994, because in its fierce commitment to the law, it ensured that relevant legislation and procedures were very tolerant (Brogden & Nijhar, 1998:104). This tolerance was intended to allow and encourage deviance on behalf of the state, while serving the immediate interest of its personnel (Brogden & Nijhar, 1998:104). In the same way, research participant 20's indicated that "The image of SAPS is brought in a negative light resulting in negative attitude by the community towards the police resulting in ineffective community policing and sector policing strategies". Research participant 13 added that "corrupt officers think they are above the law and therefore don't respect them".

4.6.2 Governance implications

The study brought to the fore that corruption diverts scarce resources from the generation of the policing capabilities a country needs at a proper cost and it also limits the opportunities to engage the police in operations that enhance the security of the country and its allies (Newham & Gomomo, 2003:5). For instance, the State Capture Commission of Inquiry heard that the State Security Agency (SSA) ran an operation called "Project Wave" (Mabelane, 2021). The operation was put in place to pay journalists and influence their reporting, using public money. The testimony before the commission confirmed that the media house *African News Agency* received bribes to the amount of R20 million to report favourably about the government during former president Jacob Zuma's time in office (Mabelane, 2021). Emerging from the study, 81.81% (*n* = 18) of research participants mentioned that poor governance is one of the socio-economic implications of police corruption. In fact, research participant 2 stated that:

> "It has a big negative impact on the economy. Corrupt officers will for instance receive bribes from illegal cigarettes and counterfeit dealers. These items will be sold on a lesser price. Genuine products will not be sold as everyone will go for the cheaper counterfeit good. Revenue services will not generate any income as counterfeit goods are not controlled".

Similarly, research participant 4 stated that high crime rates have a negative impact on investments and economic growth. The crime syndicates obstruct economic activities of agents through extortion and pay bribes to police officials in return of their compliance. Equally, research participant 10 agreed that "Corruption done by officers in the SAPS affect the economy because the money does not go to what it was budgeted for". In agreement, research participant 20's view was that "Money or financial as well as physical resources that were supposed to be purchased by government are not purchased since the money is not available as it was stolen. The budget should be adjusted since

resources that were supposed to be requisitioned are to be purchased on the allocated budget that was not meant for them".

Research participant 12 added that "corruption distorts the true reflection of the state of the economy in the country". A further instance is witnessed during a murder bail application of former CI head Richard Mdluli, with two other senior CI officers as accomplice. Mdluli's testimony revealed a report containing alleged conspiracy by top ANC members to undermine former President Jacob Zuma's second term of office attempt, using police intelligence resources to settle political scores (Burger, 2011:14). In conclusion, research participant 16 claimed that "Aims and objectives of policing collapse. The economy of the country collapse. The country become ungovernable and collapse. Unethical measures become a norm".

4.6.3 Crime implications

Corruption endangers the security of society and threatens the democratic governance mechanisms, as well as the foundations of a modern states. For instance, during the year 2000 the then KwaZulu-Natal Provincial Head of Organised Crime Unit, Piet Meyer was arrested for accepting bribes in exchange for not raiding an illegal gambling establishment and protecting drug syndicates (Newham, 2002:6). The study revealed that 86.36% ($n =$ 19) of research participants indicated crime is one of the socio-economic implications of police corruption. Research participant 1 mentioned that society:

> "Think that all SAPS members are corrupt. They don't have trust in the
> SAPS, even if they report cases they have that perception that their cases
> will not be investigated professionally. Detectives withdrawing cases on
> behalf of complainants. The Vispol officers taking bribes; firearm licence
> officials giving or approving applications, not following protocols".

Similarly, research participant 2 added that there is no trust in the police service. Because there is no trust, the community does not feel free to report cases to the police. Crucial information is withheld from the police which may lead to great successes,

because they are not trusted. Research participant 12 concurred that "society loses respect for the official duties of officers and see them as criminals wearing uniform". In agreement was the opinion of research participant 17, who claimed that "people lost the confidence, trust, believe in the SAPS. All members are placed under the same umbrella. Communities lost faith in the judiciary and the police. SAPS is labelled as useless". Research participant 4 stated that "more people globally pay bribes to law enforcement officers than to any other public officials. The police officials also take money from motorists. Most dangerously, the police officials collude with organised crime gangs for trafficking drugs, human and weapons". For instance, corrupt police officers start using their powers to make extra cash by either protecting criminals or deliberately omitting to enforce the law (Newham & Gomomo, 2003:5). Law abiding SAPS members involved in crime investigations are threatened or killed as they get closer to uncovering corruption and arresting corrupt individuals and organisations (Kwinika, 2019:4). For instance, the investigation by DPCI into allegations that the CI head, Major General Richard Mdluli and other senior officers had illegally tapped telephones of the investigators and shared the information with a fugitive and alleged organised crime leader, Radovan Krejcir, as a result jeopardising the case (Burger, 2011:14).

Consequently, research participant 7 stated that:

> "I think in many instances criminals that should be behind bars, and are not, cause havoc outside at large and negatively impacts the socio-economic lives of all people. It also creates an almost mafia state of police officials who live the best lives as a result of their corruption".

Subsequently, research participant 10 argued that "Crime raises because the police are not visible enough due to lack of resources". Research participant 16 agreed that "Crime and evading of law become a norm and the society loose hope on criminal justice system. Corruption becomes the norm and those who were not involved in corruptive acts end up attracted to it". The SAPS Annual Report (2018/19:278) indicates that within the SAPS,

as 360 members were charged with corruption and fraud, 178 were found guilty, 70 were dismissed, 114 were found not guilty, 29 were withdrawn, and 108 were handed sanctions short of dismissal. In addition, between January 2021 and June 2021 Corruption Watch received 1 964 allegations of corruption in both private and public sectors reported by whistle-blowers (Corruption Watch, 2021a:1).

4.6.4 Service delivery implications

It surfaced in the study that when corruption is not kept in check and not restrained, it poses challenges to public institutions and their operational effectiveness (Tagarev, 2010:6-8). These challenges are escalated by the public sector which has an uneven capacity to enforce and comply with the legislation (DPSA, 2003:7). The interviews suggest that 81.18% ($n = 18$) of research participants indicated that poor service delivery is one of the socio-economic implications of police corruption. Research participant 2 stated that corruption:

> "It hampers service delivery and delays justice". Subsequently, "The country's jobs are currently experiencing a huge back-log on cases that needs to be analysed. Service providers who had to provide chemicals in order for sophisticated test to be done cannot be delivered due to corrupt deals. Exhibits had to be sent to private service provider which results in unnecessary expenses".

As alluded by Jain (2001:72), corruption affects the level of investment, entrepreneurial incentives, the design or implementation of rules or regulations regarding access to resources and assets within a country. Research participant 14 agreed that the effects of corruption are destroyed economies and denied justice. Moreover, research participant 7 asserted that "Society is not given the services and protection from SAPS because of corruption. It is documented that incorrect products bought by SAPS, due to corruption cannot be utilised to serve the communities". Newham and Gomomo (2003:5) agreed that the more this behaviour becomes a norm in the policing environment, the more

policing resources are diverted from fighting crime. Consequently, research participant 7 provided that "Public money is spent irregularly and fruitlessly. Money made available for essential services are lost". Research participant 11 agreed that corruption "Creates fiscal distortions and redirects money allocated to income grants, weaken service delivery. Income inequality has increased, experiencing high level of corruption".

Research participant 10 reasoned that:

"Corruption caused by officers in the SAPS hampers service delivery. The budget which is allocated to buying example cars will not buy these cars. The money will go to the wrong pockets. The other example is the recent dispute of Forensics. Because of corruption monies could not be paid to supply detergent for DNA analysis in the department. The workload of detectives and court suffer because of that corrupt act. The community suffer because of lack of service delivery to the community".

In addition, research participant 20's view is that "Corruption committed by members of SAPS pertaining to procurement cause enormous loss to the SAPS financially". Tender processes are flouted and awards given to unqualified family members and friends' service providers, as a result rendering poor quality service (Basdeo, 2010:398). For instance, the former Acting National Commissioner of Police, Lt Gen. Kgomotso Phahlane, was one of the suspects who were arrested by IPID in connection with tender fraud and corruption worth R86 million (Forensics for Justice, 2019:13). Research participant 17 is of the opinion that "people who commit crimes are not brought to justice, thus they keep stealing from the communities. Those corrupt officers steal from the communities via misusing resources and manpower that was supposed to be used for the benefit of the communities".

Furthermore, research participant 20 stated that "Police are mainly concerned with prevention of crime and law enforcement which become difficult tasks if police are corrupt. Services to the community are hindered since the delivery of policing services requires

professional police members of integrity and of high ethical standards. Community end-up not having trust in the police depending on the seriousness and enormous of corrupt activities". Due to the significant role the SAPS plays in society, their association with corruption undermines the trust for public authority and the effective fight against crime (Kumssa, 2015:1). Research participant 14 hinted that corruption affects the morale of the SAPS.

4.6.5 Victims of police corruption

Hundred percent (n = 22) of research participants indicated that increased victims of corruption are one of the socio-economic implications of police corruption. The ordinary citizens are primary victims of police corruption because they are the most vulnerable and rely on the police to uphold the law, protect the community and assist in time of need (Williams, 2002:85). Unquestionably, the poor are often the first victims of corruption (OECD, 2015:15). For instance, seven police officers were arrested and appeared in the Westonaria Magistrate Court on 19 June 2023 on charges of corruption. The police arrested a shop owner for selling cigarettes during hard lockdown, but in the process they took R40 000.00 from the safe and did not book it in the exhibit register (SAPS, 2023). Responding to whether police officers or members of the community are those who initiate corrupt activity, research participant 1 declared that "It can be both ways". In agreement, research participant 14 stated that both members of the public and SAPS members initiate corrupt activity. Research participant 2 pointed that a SAPS member is in most cases the initiator. The police official would remind the member of the public about the offence committed and the fine (prescribed by law). The police official will suggest a lower amount to be paid without further consequences. Subsequently, research participant 3 concurred that most of the time it is the police official who initiates the corrupt activity unto the public. On the other hand, research participant 7 stated that "In my opinion, I think it is mostly corrupt members of the public who are rich that initiates the corruption". Likewise, research participant 10 alluded that "Usually the corrupt is initiated by the corruptor (member of public) because of the severe standard of living in the

community". In agreement, research participant 20 stated that "Members of the public entice police officers to commit corrupt activities".

Research participant 4 claimed that the society fears for their lives and do not trust the police anymore. Even if they see corrupt activities they do not report it. The society also gets involved in corrupt activities with the police. The society pays the police for safety. Research participant 11 was of the view that corruption is rife "to the extent of killing people for the money". Research participant 11 concluded that "Most of this corruption make people feel scared to open cases because of police brutality or harassment by senior members. Yes, it hampers one to do his job". Unfortunately, whistle-blowers often experience severe victimisation and retaliation in the workplace (Corruption Watch, 2021b:1). On the whole, Research participant 16 said that "It depends on the one that is used to the norm. If police official has adopted corruption as a way of living he/she will make a request. If a public member has adopted corruption as a way of living he/she will do the offer". For instance, during procurement processes, corruption is easily committed since it begins with inflating cost and sharing the cost mark-up, and the victims are the users, taxpayers and excluded potential entrants (OECD, 2015:50). In conclusion, corruption penalises the poor more than any other income class (OECD, 2015:51). Basdeo (2010:392) refers to types of police corruption as 'Flaking' or 'Padding', which are characterised by the planting of or adding to evidence.

4.7 SUMMARY

This chapter focused on the presentation, analysis, interpretation, and findings of the data collected from 22 research participants, as well as from the literature review. The researcher strived to present the data as accurately as possible, using direct quotations from the research participants' responses.

The research presentation illustrated the understanding of police corruptio, the types of corruption, as well as police perspective on corruption. The root causes of corruption in the police were mentioned ads Personal moral failure; recruitment, training and

promotion of staff; institutional culture failure; low remuneration and greed; inadequete accountability mechanisms; weak procurement processes; political influence; and code of silence. Measures that mitigate corruption are leadership reproach; community engagement; a culture of high integrity; competitive and adequate remuneration; adequate accountability mechanisms; gold standard procurement processes; and the support of whistleblowers. Lastly, the socio-economic implications of police corruption are listed as   the injustices of the apartheid system; governance implications; crime implications; service delivery implications; and victims of police corruption.

The research findings demonstrated that the SAPS has a significant role to play in mitigating police corruption and ensuring adherence to preventive measures. Several themes surfaced during the interview process:, namely personal moral failure deficient recruitment, training, promotion of staff, socio-economic, self-enrichment, nepotism, abuse of power, authority, impropriety, embezzlement, sexual abuse, theft, favours, killings, extortion, money laundering, drug trafficking, and interfering with investigations. These factors emerged as the main drivers of police corruption and non-adherence to preventive measures in the SAPS.

Although police corruption is rife in the SAPS, the Public Service Commission commended the SAPS for complying with the ethics management framework and the Public Service Regulation (PSR) of 2016. Moreover, organisations such as the Corruption Watch, and the media platforms continue to uncover and report corrupt activities by SAPS members. Most importantly, investigating units such as the DPCI, SIU, ACIU, and IPID are doing their best with limited resources to investigate, arrest and prosecute those found on the wrong side of the law. However, their capability and capacity are still not enough to optimally eradicate corruption in the police.

The next chapter engages the discussion and conclusions of the study, recommendations, and possible further research.

CHAPTER 5: DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

Chapter Four has presented, analysed, and interpreted the data collected from the literature review and the research participants, as well as the findings. This chapter deliberates on the research findings and identifies the limitations of the study, and establish whether the research objectives which were outlined in Chapter One were achieved or not. Moreover, the significance of the study, and recommendations for future research will be discussed. Furthermore, the practical contribution, derived from the study's qualitative evaluation of the prevalence of police corruption and non-adherence to preventive measures is provided. Lastly, this chapter affords the researcher the opportunity to give insights into the research and to state to what extent the study has succeeded or failed in answering the research problem (Terre-Blanche et al, 2006:124).

The study found that the root causes of police corruption are linked to dishonesty, greed, abuse of power or authority, biased recruitment, poor training, and biased and unfair promotion of staff. In addition, the literature review substantiates the study's findings that police corruption is linked to low personal moral compass, training and promotion of staff, institutional culture, low remuneration, inadequate accountability mechanisms, weak procurement processes, political influence, and code of silence amongst police officials.

5.2 RECAPITULATION OF THE STUDY

In line with the research questions, the findings from the primary data and secondary data have complemented each other. The findings have shown that police officials understand that corruption happens at all sections, levels, and ranks in the South African Police Service (SAPS). The amount of money or benefits involved in police corruption range from hundreds to millions of rand in value. Moreover, the types of

police corruption take many forms. In addition, the primary data and literature review also correlated the root causes of corruption in the police; the measures that mitigate corruption; and the socio-economic implications of police corruption.

 The research findings are important for identifying gaps in policies, and the necessary enhancement of policies for efficiency and effectiveness. Moreover, the research findings are significant in the development of preventive measures, processes and models to ensure transparency and fairness. These policies should be implemented, during post-promotion screening, selection, interviewing, recommendations, and appointment of the best candidates, As well as during the procurement of goods and services processes.

5.3 DISCUSSION

This discussion construes and explains the meaning and analysis of the findings. The significance of the data presented is identified, as well as the implications and what the study contributed to the existing body of knowledge. The correlation between the lived experiences of research participants and the existing knowledge is of importance.

5.3.1 Understanding police corruption in the SAPS.

Ivković (2003:595) opines that the concept of police corruption could be challenging, as in many countries statutes may not feature a crime specifically called corruption. Hence the findings of the study provided an opportunity to step into the research participants' shoes of real lives, feel their experiences, and understand police corruption in the SAPS through their eyes. Furthermore, attention is given to the types of corruption and the police perspective on corruption.

5.3.1.1 Types of corruption

The findings indicate that the types of conduct which constitute corrupt activities, include the exploitation of the situation to enrich oneself or to get some kind of benefit, like receiving expensive gifts in return for favour to the donor. In addition, these corrupt activities include getting undue discounts on items bought; free coffee; cold drinks when filling up fuel at filling stations; and swiping personal cards to gain points when refuelling official vehicles.

Moreover, taking bribes; stealing dockets; submitting false claims; interfering with investigations; liquor and firearm licence money stolen; and abuse of state resources to benefit oneself were also highlighted as acts of corruption by research participants. Bribery was identified as the most common form of corruption, which allegedly takes place during procurement processes and during the covering up of crimes. It has been substantiated in the study that police officials are likely to be involved in extortion; nepotism; money laundering; embezzlement; and drug trafficking. In addition, the study brought to light that corruption includes conducting improper investigations in exchange for money; ignoring to do what is required with regard to drunk drivers in exchange for money; and convincing victims to withdraw cases in exchange for money; the abuse of power, sexual favours; maliciously interfering with the justice system; and protecting criminals. These findings came out of the primary and secondary data. Aremu et al (2011:196) confirm that unfriendly attitudes of the public to heavy-handedness, collusion with criminals, and extra-judicial killings have all been documented as amounting to police corruption.

5.3.1.2 Police perspective on corruption

The findings uncovered that the majority of research participants held a view that corruption is a dishonest and unethical conduct by a person who has power or authority for personal benefit. Furthermore, dishonest conduct must involve individuals or organisations in power, who have been vested with authority to serve the public. This

conduct is a method that is also used as an excuse for gratification by corrupt individuals. Moreover, it is also vital to mention that corruption is a method used by corruptors such as companies or individuals to bypass a specific process to attain their corrupt objectives. The individual(s) in authority overlook or ignore certain rules and regulations in exchange for kickbacks. In agreement, Punch (2009:18) asserts that police corruption is an act of an officer knowingly doing or not doing something that is against his or her duty for some financial or material gain or promise of such gain. In addition, it was exposed that corruptors will stop at nothing to make their offer desirable. There are indications that for corruption to exist there must be a corruptor and a corruptee.

Furthermore, it came to light that corruption occurs in many ways, for example, when a police official fails to act against, to report or investigate a crime in exchange for gratification from the perpetrator. Gratifications are delivered in the form of favours, money, special treatment, gifts, or sometimes beverages. Corruption also takes the form of the misdirection of public office funds into shadow companies and ultimately into the pockets of corrupt public employees.

Moreover, it emerged from the study that corruption has become a daily practice when police officials are on or off duty. For instance, corrupt police officials would visit foreign nationals' shops and request cold drinks, money, etc. They accept any amount ranging from R25. 00 for a cold drink up to R10 000. 00 depending on the crime committed. Similarly, it was revealed that police officials would accept any amount from R10 000. 00 up to any high amount. For example, the data conceded that there was a case where it was alleged that a Colonel influenced a victim to withdraw a case for a R10 000.00 kickback. Unquestionably, corruption is one of the most prevalent of the degenerations that have infiltrated and inflicted severe damage to the police profession the world over.

5.3.2 The root causes of corruption in the police

5.3.2.1 Personal moral compass

It arose from the findings that the root causes of corruption include dishonesty, unethical behaviour, greed, lack of discipline, personal enrichment, and living beyond one's means. Corrupt police officials, justifying wrong activities against their oath of office, have a criminal mind, no sense of self-respect, and lack integrity. They have the wrong set of priorities and are disloyal. Moreover, the data confirm that as much as police officials are frequently involved in corruption, they get exposed and arrested. It is up to individuals if they choose to be objective and walk away, or if they take part in corrupt activities. Hence Prenzler (2009:18) confirms that a personal moral compass or lack thereof is often an important element in initial decisions to engage in corruption. Furthermore, it arose from the study that police officials working alongside corrupt colleagues are most likely to embrace corruption when their counterparts are not arrested. Consequently, they will deem this unethical behaviour as an easy and lucrative way of making money.

5.3.2.2 Recruitment, training and promotion of staff

Kumssa (2015:7) confirms that the screening of potential employees during the recruitment process is very poor. Likewise, the study discovered that recruitment processes should include vetting; lifestyle audits; lie detector tests; and thorough background checks done on potential police recruits. The data showed that Human Resource Management officials illegitimately give jobs and promotions to unqualified individuals. Most deserving and qualified police officials have to stay for 11 or more years in one rank before promotion. While those who are unqualified, would stay two years on a rank and be escalated to the next rank or level. Hence Kumssa (2015:6) argued that nepotism, favouritism, jobs for sale or sex, and unqualified staff being hired are the state of affairs in the SAPS. The study suggests that police officials across the board should spend two years on one rank up to the rank of a Warrant Officer. Subsequently, from Warrant Officer upward, they should be promoted based on qualifications.

Equally important, the data exposed that the training of staff is poor, unprofessional and not continuous. In fact, there is little or no monitoring mechanisms in place to review the impact of training programmes. In addition, most trainers do not have the academic qualifications required for training officials. Furthermore, the training period is very short

5.3.2.3 Institutional culture

The data showed that since the SAPS is a huge organisation, some police officials are involved in corrupt activities on a daily basis. This view is supported by Prenzler (2009:2) that police duties have evolved into a common form across the world, with this comes a common set of pressures and opportunities for corruption. For the most part, police officials' socio-economic position and the state of political pressures in which they operate make them vulnerable to corruption. On the one hand, the society also allows corruption to blossom by exchanging favours with corrupt police officials, thereby institutionalising corruption as a culture in the SAPS. Interestingly, there are indications that no section or department in the SAPS is unsusceptible to corruption. Hence all the ranks or levels in the SAPS are likely to be involved in corruption, from Constables to Generals. Some senior police officials abuse their authority to influence lower ranks to perpetuate corruption at their behest. The data uncovered that the rampant occurrence of corruption out of a scale of 10, would be at a rate of seven. The study further proclaimed that the SAPS image has become infamous, and has lost the community's trust. Finally, it was confirmed in the study that corruption has become a way of life in the SAPS.

5.3.2.4 Low remuneration and greed

It was clearly evident that the principal root causes of corruption include being underpaid coupled with greed. Correspondingly, Basdeo (2010:393) agrees that some police officials justify police corruption by reasoning that they are poorly paid, not promoted, and that the employer does not care. Subsequently, the data confirmed that the salary of the lowest ranking police officials is too little to even qualify for a home loan. Hence some appear to be greedy and become corrupt. On the contrary, the data showed that not all

police officials are greedy, but many of them get involved in corruption for different reasons. However, the study suggests that most police officials in the SAPS live a lifestyle beyond their means. In fact, some of the research participants maintained that if police officials can live within their means, they would not need to fund their lifestyle through corruption. The data indicate further that being greedy is an individual choice. Some will continuously get involved in corrupt activities out of greed, because they got away with it before. Finally, the study confirmed that financial difficulties among police officials are one of the main root causes of corruption.

5.3.2.5 Inadequate accountability mechanisms

It appeared from the study that the SAPS lacks proper command and control, especially in cases where police officials work independently such as detectives and patrol officials. In agreement, Kumssa, 2015:7 states that police officers commit corruption with ease because there are no sound preventive measures in place. The data pointed out that most police officials avoid being vetted and lifestyle audited. Consequently, when it happens that police officials are found guilty of corruption, they often receive light sentences. Furthermore, corrupt police officials do not fear being caught and held accountable for their crimes. The disregard for the rule of law is allegedly all because of the minimal consequence management.

On the other hand, the bribery of police officials by the community members due to lack of consequence management has increased. Subsequently, i the prevalence of corruption amongst the police officials has increased. The code of conduct, as well as the integrity and ethics management in the SAPS is not effective enough. For example, there are corruption and fraud prevention plans or strategies in place, but the holistic implementation is not strictly applied. As put by research participants, SAPS policies only look good on paper but are poorly implemented. This is proved by police officials who are perpetually involved in corruptive activities, and remain unpunished.

5.3.2.6 Weak procurement processes

There are indications that the ineffective preventive measures make it very easy for police officials to partake in corrupt activities because there are no 'fire-walls' or measures to curb corruption. For example, some procurement officials allegedly collude with suppliers and inflate prices. Ultimately, the processes will be finalised and closed without any negative consequences. Moreover, procurement officials allegedly give business to their favourite suppliers, without rotating all suppliers provided on the approved Central Supplier Database (CSD) for state entities. Subsequently, these processes are not embarked upon strictly and solemnly as should be, and focus is only given to them during organisation diagnosis of the station/unit or entity not doing well. This view is confirmed by the DPSA (2003:74) that weaknesses are created by preferential procurement; no uniform procedure and policy for blacklisting corrupt vendors or public servants; a slow and cumbersome disciplinary process; a lack of skills and understanding to ensure good risk management in many parts of the public service; and the lack of comprehensive and effective management information systems which become a serious deficit in the campaign to ensure effective controls and to prevent and detect corruption. The DPSA (2003:74) emphasises that the accountability for the prevention of corruption must be passed on to every public service manager.

5.3.2.7 Political influence

The study discovered that pressure from politicians is one of the causes of police corruption. The data confirmed that politicians who are in power have used their positions to exploit some police officials in the SAPS to commit corruption. Thus, SAPS members should not be caught up in politics. In agreement, Prenzler (2009:21) alludes that consumers can satisfy their desires, suppliers make a living, politicians maintain their power, and the police increase their income while keeping their political masters satisfied. When this steady state is slightly threatened, occasional adjustments in the form of police raids and prosecution are unleashed. Subsequently, this corrupt system can endure for decades with little maintenance (Prenzler, 2009:21).

However, the Civilian Secretariat for Police Act was passed in March 2011. Amongst other things, the Secretariat provides policy and strategic support to the Police Minister; provides civilian oversight of police; liaises with stakeholders; and contributes towards effective, ethical and efficient policing; and monitors the performance and utilisation of the budget of the SAPS (Faull, 2011:7). Nevertheless, the study confirms that they should not interfere with the operations of the SAPS (Faull, 2011:7)

5.3.2.8 Code of silence

It is important to note that most police officials, especially in remote areas seldom report corrupt activities. However, when they do report corrupt activities, civilians involved are reluctant to co-operate because they are afraid of the corrupt police officials. The data showed that police officials in remote areas "act as kings or chiefs, they rule the community". Furthermore, it appeared from the study that IPID regularly receives reports of disservice by some police officials who refuse to open criminal cases when requested by complainants. In addition, some police officials even go as far as submitting false statements to protect their colleagues. Consequently, the code of silence has become common amongst the police officials in the SAPS. The data confirmed that the code of silence forms the crux of most disciplinary cases against police officials. Newham and Faull (2011:14) concur that the secrecy becomes a protective armour, shielding the police as a whole from public knowledge and infringements.

5.3.3 Measures that mitigate corruption

5.3.3.1 Leadership reproach

It transpired from the study that 95.45% ($n = 21$) of research participants are of the view that leadership reproach is one of the measures that mitigate corruption. Moreover, strict command and control, monitoring and inspection of resources, registers and books will reduce corruption and ensure adherence to preventive measures by police officials in the SAPS. Apart from this, the SAPS leadership must lead by example, must be seen to be

anti-corrupt and take a zero-tolerance approach to corruption. The leadership must be clear and committed to institutionalising ethics and integrity within the SAPS.

An example of this leadership stance was when President Cyril Ramaphosa confirmed that the government is in the process of rebuilding the state, restoring trust and pride in public institutions (The Presidency Republic of South Africa, 2022:3).   In the same way, the World Bank president James Wolfenson emphasised the importance of fighting corruption during a joint annual meeting of the International Monetary Fund (IMF) and the World Bank in 1996 (Jain, 2001:102). In addition, Jain (2001:102) confirms that in 1997, James Wolfenson announced again that fighting corruption would be a top priority of his institution. In both announcements by the two leaders, a promise is made of leadership that is beyond reproach.

5.3.3.2 Community engagement

The study suggested that communities in the Northern Cape Province should be made aware of corrupt activities and the consequences thereof. Communities need to be informed about what, when, how, and where to report corruption activities and must be ensured about their safety. Furthermore, the image of the SAPS is put in a bad light by corrupt police officials. Hence society at large believes that most police officials are corrupt, and respect and trust for the SAPS has declined (Faull, 2010:33). The Bureau of Justice Assistance (1994:5) reiterates that when the community members believe the police are honestly interested in community perspectives and problems, only then will they begin to view the police as a part of that community.

5.3.3.3 A culture of high integrity

The concept of high integrity in this study means that the police officials should take their commitments seriously and be accountable for their actions. Hence data showed that the effectiveness of preventive measures should be audited regularly by institutions independent of the SAPS. The study found that preventive measures such as the

annual ethics and anti-corruption assessments are done for purpose of reporting, hence they are not adhered to or acted upon. Interestingly, some senior police officials are not even aware of a gift register. On the other hand, during 2016/2017 the SAPS established an Integrity Management Service as a designated ethics office. This was in compliance with Chapter 2 of the Public Service Regulations, 2016 (SAPS Annual Report, 2018/19:269).

Furthermore, the study revealed that corruption is not prevalent in police units such as the IPID and Anti-corruption Unit, indicating that ethics play a significant role in ensuring that corruption does not flourish. Consequently, to prevent and identify early risks of possible corruption, ethics and anti-corruption risk assessments should be conducted at least quarterly. Research participants emphasized that the SAPS needs an ethical and accountable state.

5.3.3.4 Competitive and adequate remuneration

The study confirmed that the police salary, especially of lower ranks or levels is not market related. Kumssa (2015:5) adds that the low salaries motivate police officers to solicit bribes to supplement their household expenses and, most importantly, to put their children through basic and higher education. Moreover, the study divulged that for the SAPS to implement   adequate, market-related salaries, the promotion policy needs to be reviewed. Interestingly, research participants alluded that the adjustment of salaries of Constables and Sergeants should not be proportional to those of higher levels or ranks. For example, there should be a 10% increase for Constables and Sergeants, 5% for other middle ranks and 2% for senior ranks to address the unreasonable salary gaps.

In contrast, 9, 09% (*n = 2)* of research participants stated that police officials in the SAPS cannot complain about remuneration. The data also showed that no salary will ever be adequate, people will always want more. However, the data clearly revealed the involvement in corrupt activities by a number of senior police officials in the SAPS, whose salaries are adequate.

5.3.3.5 Adequate accountability mechanisms

The study exposed that adequate accountability mechanisms, like vetting; lifestyle audits; lie detector tests; and thorough background checks on potential police recruits and current employees, if conducted at least every five years or less to all police officials, could curb police corruption. Basdeo (2010:387) agrees that to curb police corruption leaders and society at large must take cognizance of its prevalence, recognize its seriousness as a problem and express commitment to combat it. Interestingly, the data revealed that the IPID has not experienced or seen any sections in their midst involved in corruption. This is because there are effective policies in IPID, and corruption is not taken lightly once identified, internally or externally.

The study found that, police officials sign a conflict of interest declaration every year. Police officials must apply and be approved yearly to run any business. Failure to do so could lead to disciplinary action and dismissal. Finally, the findings of the study suggested that reactive and proactive measures must be implemented to curb corruption. For example, proactive measures must ensure that the code of conduct and code of ethics in SAPS are thoroughly implemented. Similarly, reactive measures must ensure that consequence management is a key whereby all transgressors are legally dealt with. Ultimately, police officials will be discouraged from being involved in corrupt activities as punishment will be imminent and immense. Accordingly, Kumssa (2015:7) asserts that the SAPS should follow strict and resolute policy measures against those who are engaging in corruption, and appropriate laws should be firmly and consistently enforced.

5.3.3.6 Gold standard procurement processes

The study established that multiple fire-walls should be put in place to block out corrupt activities. These fire-walls should include frequent education and training of police officials on ethics, integrity and good governance. However, policies and processes look good on paper, but because of poor implementation they will remain good only on paper. For instance, the SAPS Annual Report (2018/19:26) confirms that the National Treasury

Framework on Irregular Expenditure was circulated nationally on 20 December 2018 to all SAPS communication platforms. Furthermore, an Irregular Expenditure Committee was established under the chairpersonship of the Chief Financial Officer who is responsible for the management and the finalisation of irregular expenditure cases (SAPS Annual Report, 2018/19:26).

Moreover, the SAPS issued various national circulars to enhance compliance, monitoring and transparency regarding the declaration of interest during the procurement process (SAPS Annual Report, 2018/19:80-81). Including, but not limited to the above, is the Public Administration Management Act, 2014 (Act No 11 of 2014), read together with the Public Service Regulations, 2016 which prohibits Public Service employees, including SAPS employees, from conducting business with any government department (SAPS Annual Report, 2018/19:80-81).

5.3.3.7 Support whistle-blowers

It stood out from the study that the establishment and management of whistle-blowing capacity is of paramount importance. Unfortunately, the study also divulged the increased prevalence of silencing and killing of whistle-blowers in South Africa. Equally, Bruce (2013:16-17) alludes that the killing of whistle-blowers with the sole attempt to silence them and perpetuate corruption unabated is rife in South Africa. Hence hundred percent (*n = 22)* of research participants asserted that on the whole, whistle-blowers are not protected enough. The data confirmed that there is minimal protection, as sometimes you may report to an individual that is also corrupt. The research participants reiterated that it is a better step forward, although the concern is the untrustworthiness of public officials who are receiving information, while they are also infected by the decay. The data exposed that whistle-blowers are targeted, attacked or even murdered which puts a threat to potential whistle-blowers. For example, the violent killing of Babita Deokaran on 23 August 2021 in Johannesburg after blowing the whistle on corruption (Corruption Watch, 2021a:1). The data confirmed that whistle-blowers are treated as outcasts at the workplace and suffer victimisation and side-lining.

Moreover, the study showed that when corrupt police officials are involved in less serious corruption, their conduct is not reported to management by the public or fellow colleagues. Consequently, even when a promise is made to public members that they will remain anonymous, they still report or expose less corrupt activities by police officials. Similarly, research participants alluded that nobody feels that they would be protected if they report any corruption or crime within the SAPS. For this reason, people just look the other way, giving the corruptors and corruptees free reign to do as they please. It emerged from the data that IPID members are very careful to be whistle-blowers because their identity is easily revealed. Indeed, the existing anti-corruption measures are ineffective because they are easily and successfully neutralised by perpetrators. Finally, the study uncovered that it took the Zondo Commission to highlight the reality that whistle-blowers are not protected enough in South Africa (Zondo, 2022:46, 79-80, 149, 153, 176 & 196). Conversely, it emerged from the data that the establishment and management of whistle-blowing capacity is fairly effective, but there is still room for improvement.

5.3.4 The socio-economic implications of police corruption

The socio-economic implications of police corruption were explored. Consequently, the study unwrapped how the social life of citizens and the economic development and growth of various organisations and the country at large are adversely affected by corruption.

5.3.4.1 Injustices of the apartheid system

The study confirmed that most people do not feel safe or protected by the SAPS as it should be. The law is not always upheld by police officials in the SAPS as it should be, and most people blame this on the injustices of the apartheid system. Money has been perpetually stolen from the state long before 1994, destabilising the socio-economic life of communities. Inhumane segregation laws were enacted by the apartheid system government, which undermined the fairness and effectiveness of state institutions and processes and distorted policies and priorities. The former South African Police (SAP)

was used by the then government to perpetuate injustices against other races in South Africa, including the Northern Cape province. Brogden and Nijhar (1998:89) indicate that the former SAP, together with the former South African Defence Force (SADF) were instrumental in sustaining and maintaining the apartheid regime by gross violation of human rights for almost half a century. The data confirmed that crime has become a societal way of life. The rule of law deteriorated, public trust in government systems was tarnished, and the youth's future looked bleak. Consequently, the study undraped that the image of SAPS was and still is, that of a corrupt, brutal and untrustworthy police service in the eyes of the citizens.

5.3.4.2 Governance implications

The study has found that corruption impacts negatively on the economy. Poor governance has given rise to   high crime rates which impact negatively on investments and economic growth. Moreover, the crime syndicates obstruct the economic activities of agents through extortion and pay bribes to police officials in return for their compliance. Furthermore, the data found that corruption by police officials redirects budgets and perpetuates irregular expenditures, unauthorised expenditures, as well as wasteful and fruitless expenditures. Consequently, the aims and objectives of policing collapse, the country   as a whole becomes ungovernable and collapses, and unethical measures becomes the   norm. Burger (2011:14) confirms that during the year 2011 there had been an investigation by the former Public Protector into allegations that the then National Police Commissioner, General Bheki Cele irregularly approved a R500 million lease for new police premises from a businessman Roux Shabangu, who allegedly had close relationships with African National Congress (ANC). Subsequently, the investigation found that General Bheki Cele's conduct was improper, unlawful and amounted to maladministration (Burger, 2011:14).

The study further found that when corrupt police officials, for example, receive bribes from illegal cigarettes and counterfeit dealers, they are indirectly stealing from the state. These toxic, fake products are sold at a lower lesser price to the poor, desperate communities.

As a result, revenue / tax is evaded in the process, lives are lost, and genuine products will not be sold as everyone will go for the cheaper counterfeit goods.

5.3.4.3 Crime implications

It was further revealed in the study that society has a perception that all police officials in the SAPS are corrupt. This view is validated when senior police officials are found to be wanting. For instance, in *S v Dawjee and others* ([2018:23-24 & 56]), it is confirmed that in February 2018 the former Western Cape Police Provincial Commissioner, Lt Gen. Arno Heinrich Lamoer was convicted and sentenced to eight years direct imprisonment with two years suspended for five years for accepting the gratifications given to him by Mohammed Saleem Dawjee and two others to the value of R67 329-50. Furthermore, society believes that when they report cases to the police, they will not receive the attention and professional, quality investigation they deserve. Poor statements and affidavits are recorded deliberately so that they do not have enough evidential value to stand trial. Corrupt detectives make criminal case dockets disappear. Corrupt patrol officials turn a blind eye to crime, while procurement officials inflate price kickbacks.

Criminals rule society because law abiding citizens do not feel free and confident to report corruption to the police. As a result, crucial information is withheld from good police officials which may lead to great successes and solve crimes. For example, corrupt police officials would send complainants back and forth just because the case is against a fellow police official. Moreover, the study ratified that globally, more and more people pay bribes to police officials (Prenzler, 2009:xvi, 1, 8 & 56; Newham & Gomomo, 2003:5). Hence, organised crimes such as drug trafficking, human trafficking weapons trafficking, as well as commercial crimes perpetually flourish.

5.3.4.4 Service delivery implications

The study found that corruption hampers service delivery and denies justice to good citizens. Tagarev (2010:6-8) confirms that it is a fact that when corruption is not kept in check and not restrained, it poses challenges to public institutions and their operational

effectiveness. The service delivery challenges are escalated by the public sector which has an uneven capacity to enforce and comply with the legislation (DPSA, 2003:7). For this reason, cost containments are implemented, subsequently, services could not be delivered due to lack of physical resources, financial resources, as well as human resources. The data confirmed that there is a backlog in the processing of physical exhibits to extract evidential material at SAPS Forensic Science Laboratories due to corrupt deals. Consequently, exhibits had to be sent to private service providers which resulted in unnecessary expenses.

Moreover, the data exposed that society receives poor services and little protection from the SAPS because of corruption. Sub-standard products and services are procured, and public money is spent irregularly and fruitlessly. The money provided for essential services is stolen using any means available. Indeed, corruption creates fiscal distortions and destabilises the operations of the SAPS.

5.3.4.5 Victims of police corruption

Responding to whether police officials or members of the community initiate corrupt activities, the study indicated that both sides may be guilty. On the contrary, 81.81% ($n =$ 18$)$ of research participants maintained that the police official is in most cases the initiator. For instance, the police official would remind the member of the public about the offence committed and the fine (prescribed by law). The police official will then suggest a lesser amount without further consequences. On the other hand, 18.18% ($n = 4)$ of research participants stated that it is mostly corrupt members of the public who initiate the corrupt activity.

Research participants claimed that society fears for their lives and does not trust the police anymore. Furthermore, even if they see police officials being involved in corrupt activities, they do not report them out of fear. The society goes as far as paying the police officials for safety. Research participants are of the view that corruption is rife to the extent of killing people in the name of money. Williams (2002:85) alludes that the corrupt acts

mostly affect the poor, which include the violation of human rights, ethnic and racial discrimination with regard to the actual delivery of service. The study endorsed the fact that indeed, corruption hampers good police officials from doing their work without fear or favour. Finally, the study found that on the whole, it depends on the one that is used to the norm. The research participants indicated that if a police official has adopted corruption as a way of life, he/she will make a request. Likewise, if a public member has adopted corruption as a way of life he/she will do the offer.

5.4 CONTRIBUTION OF THE STUDY

Aims and objectives of the study:

AIM 1: The study intended to evaluate the prevalence of corruption and non-adherence to preventive measures among the police members in the SAPS in the Northern Cape Province.

The study archieved this aim by conducting research into the prevalence of corruption and non-adherence to preventive measures among the police members in the SAPS in the Northern Cape Province. Moreover, interviews were conducted with research participants involved in the investigation and prevention of corruption in the SAPS (See Chapters Two and Four).

AIM 2: To come up with recommendations that will enhance existing preventive measures and mitigate corruption.

The study achieved this aim by developing a model for anti-corruption and mitigating measures for the SAPS named: Anti-corruption Model – Mitigating Measures.

AIM 3: To make a contribution to the study field of anti-corruption in the police profession.

The study achieved this aim by conducting research into the literature on the prevalence of corruption and non-adherence to preventive measures among the police members (See Chapter 2), and developed a model for anti-corruption and mitigating measures for the SAPS named: Anti-corruption Model – Mitigating Measures.

5.4.1 Theoretical contribution

The study envisions the SAPS as a world leader in police transformation initiatives with the establishment of a dominant, impartial oversight agency. This agency should oversee an array of initiatives intended to eradicate corruption. These initiatives include fair recruitment opportunities, fair training opportunities, fair post-promotion opportunities and processes, strong whistleblower legislation, and effective integrity testing. Adequate, world market related salaries for police officials is a necessity in mitigating police corruption. Alternatively, police officials should be given one-third of their pensions early in their careers to at least buy a decent first home and mode of transport in cash. The vision could be realised by adopting the Anti-corruption Model - Mitigating Measures as illustrated in Figure 5.2.

5.4.2 Contextual/Practical contribution

The revelations made by the study is that corruption is systemic. Corruption is intentionally created and perpetuated by corrupt public leaders. The corrupt public leaders deviate from and violate legitimate existing legislation to favour their corrupt activities during the implementation phase. Hence the study emphasises the establishment of a body with high moral compass and integrity to oversee the fair and just implementation of legislation. The study has set a high standard for gatekeepers to walk the talk. Consequently, subordinates would reciprocate leaders who are beyond reproach, just as much as those who are found to be corrupt. Thus, the SAPS as a whole needs to renovate their approach with regard to the implementation and execution of processes.

5.5 LIMITATIONS OF THE STUDY

Figure 5.1 depicts the Northern Cape Province map, with its provincial capital situated in Kimberley. It is South Africa's largest province in size, but smallest in population. It stretches over 372 889 square km area, covering almost a third of South Africa's land (Statistics SA, 2022:48). Although the province is home to the lowest population at 1,355 945 (Statistics SA, 2022:16). Some of the research participants were based far from the researcher's location, hence they were reached telephonically or by email to accommodate the limited time available. The research participants from IPID and DPCI perform duties throughout the Northern Cape Province. Hence their response time to the research questions was not as speedy as expected.

The study was embarked upon amid the COVID-19 pandemic, which resulted in the researcher not utilising face-to-face interviews to collect primary data. Hence primary data were collected using structured open-ended telephonic interviews and structured open-ended questionnaires. Funding was also limited, hence vast travelling was avoided. The unwillingness to participate in the research by some potential research participants resulted in a smaller number of participants than was initially planned.

Figure 5.1. Northern Cape Map

Source: *Northern Cape map, South Africa http://www.roomsforafrica.com/dest/south-africa/northern -cape.jps*

5.6 SUGGESTIONS FOR FUTURE RESEARCH

There is definitely a dire need for more qualitative research and empirical research to determine what works in police integrity management from a wider range of strategies. Most importantly, there should be more research on identifying the most effective and efficient, sustainable implementation approaches to finally eradicate corruption amongst police officials in the SAPS. A qualitative research and empirical research that would accomplish the vision of the chief promoter of the New Police, Robert Peel.

Robert Peel urged for a police force where corruption and incompetence would be decreased by retaining police officials who are vetted, trained, salaried, supervised, subject to a disciplinary regime, and detached from politics (Prenzler, 2009:2). The vast area of the Province, as shown in Figure 5.1 confirms that more well trained and capable anti-corruption personnel is needed to successfully mitigate corruption in the Northern Cape province.

5.6.1 Recommendations

5.6.1.1 Ideal corruption mitigating model: Anti-corruption Model – Mitigating Measures.

Moral compass and integrity beyond reproach

The SAPS should make policing fashionable and professional, and recruit personnel with a high moral compass and integrity beyond reproach. Recruits should undergo a thorough background check, lifestyle audit, lie detector process, and criminal record search. Those found to be wanting should not be included in the police workforce. Those who pass the test and are finally employed in the SAPS should continue undergoing frequent lifestyle audits, ethics and integrity management. Unquestionably, the leadership in the SAPS should lead by example, and all corrupt police officials should be removed from the SAPS. South African citizens deserve better than what they have been receiving pre and post the dawn of democracy.

Level of education vs. career development

When police officials achieve a certain level of qualification and experience, they should be allowed to compete for the next level / rank. For example, they must meet the following requirements:

- Grade 12 = entry level - Constable;
- NQF 6 plus 2 years = Sergeant to Warrant Officer
- NQF 7 plus 2 years = Captain to Lieutenant Colonel;
- NQF 8 plus 2 years = Colonel;
- NQF 9 plus 2 years = Brigadier;
- NQF 10 plus 2 years = Major General to Lieutenant General + General.

Fair, impartial processes

An example of the promotion process is chosen from the study. The post-promotion process should strictly conform to the qualifications and experience as mentioned in the *Level of education vs. career development*. The screening, selection, interviews, recommendations, and moderation processes must not only be reduced to typed minutes and reports as is the case currently, which leaves room for corrupt panellists to concoct the outcome.

The assessment must take the form of an academic examination. Questions, screening and shortlisting of potential candidates should be set by an independent body. The set of questions should be sealed and only opened and served to shortlisted candidates on the day and time of the assessment. All shortlisted candidates should be seated in a classroom set up, be issued with the question paper and answer sheet, and answer the questions in their handwriting. The completed answer sheets should be sealed and delivered to independent examiners for marking.

Recommendations by the panelists will be easily tested and verified by the moderation committee by comparing the questions and answers of all candidates. The original answer sheet should be kept and made available for any recourse requested by agrieved candidates. The relevant persons where the vacant posts are and those in the same

divisions must not form part of the assessment process at all. Aggrieved candidates must be given an opportunity for a remark by an independent panel of experts. This form of assessment will mitigate unfairness, bias, partiality, nepotism and corruption. Deserving employees will get a fair and just opportunity to compete for vacant higher posts.

Awareness:

Employees who are unfairly eliminated from recruitment, training, and advancing their careers through post-promotions must know that they can always register complaints with Chapter 9 Institutions such as the Public Protector, Human Rights Commission, and Public Service Commission, for recourse. The Commission for Conciliation, Mediation and Arbitration (CCMA) is also available for recourse when grievances are registered by aggrieved employees.

It is important to note that other processes such as procurement, recruitment, training, dismissal, crime prevention and investigation, as well as prosecution should be strengthened to ensure zero tolerance to corruption.

Severe consequences of corruption

The SAPS should blacklist service providers who are found to have been involved in corrupt deals, whether with the police or other state entities. Police officials or public officials who are found guilty of corruption should be dismissed from the SAPS immediately. Furthermore, police officials or public officials who are found guilty of corruption should be prosecuted and sentenced. Legislation dealing with corruption should be amended to lengthy sentences. Akers and Sellers (2013:5) postulates the criminological theory of retribution, which refers to making the punishment fit the crime,

should be the order of the day. Also referred to as "an eye for an eye" (Akers & Sellers, 2013:5). Most importantly, the SAPS should encourage, reward and protect positive whistleblowing. Whistleblowers should be seen as heroes and heroines, not villains.

Figure 5.2 Anti-corruption Model – Mitigating Measures

Anti-corruption Model - Mitigating Measures

- ■ Moral compass & integrity beyond reproach: Make Policing a fashionable, professional, and recruit pesonnel with high moral compass and integrity beyond reproach

- ■ Level of education vs. career development: during recruitment and promotions, NQF levels must be linked to the level of the positions held, for example entry level = NQF 6+; (JMS) = NQF 7+; (MMS) = NQF 8+; (SMS) = NQF 9+; executives = NQF 10

- ■ Fair, impatial processes: eg. Promotion policy, anti-nepotism, academic examination setup: candidates answer questions on answer sheets (own handwriting), neutral invigilators, labour unions, audio and visual recordings, live broadcasting: Channel 408

- ■ Severe consequences mangement: Blacklist, dismiss and imprison those who are found guilty of corruption…Reward and protect positive whistleblowing

Figure 5.2 illustrates the Anti-corruption model. The blue colour represent 22% allocated to the moral compass and integrity that is beyond reproach. The orange colour represent 28% allocated to the level of education vs. career development. While the grey colour represent the fair, impartial processes. Finally, the yellow colour represent the severe consequence management. The model, if implemented thoroughly, could be effective in mitigation police corruption in the SAPS.

To understand the implications of the research findings better, future studies could address the cases where awards were given to qualifying candidates after they were unfairly excluded from employment or post promotions. Furthermore, future research is required to establish the lived experiences of corrupt police officials. Unbelievably, it could take the corruptor to diagnose and eradicate the scourge of corruption. Remember, they mastered the corruption craft and evaded the law.

The key target audiences for this study are police officials, police managers, politicians, the judiciary, lawyers, and researchers. Indeed, there is much more to be learned from the achievements and the many failures of the SAPS in reforming itself.

5.8 CONCLUSION

The ultimate goal of the study has been to evaluate the prevalence of corruption and ineffective preventive measures in the SAPS. The key findings in relation to the research questions and research aims, contributions, limitations, and recommendations for future research were discussed. The understanding of police corruption was scrutinised in terms of the types of corruption and police perspectives. Secondly, the root causes of corruption were discussed, focussing on the personal moral compass of police officials; recruitment, training and promotion of staff; institutional culture failure; low remuneration and greed; inadequate accountability mechanisms; weak procurement processes; political influence; as well as the code of silence by police officials. Thirdly, the measures that mitigate corruption in the police were identified and emphasis was put on leadership reproach; community engagement; a culture of high integrity; competitive and adequate remuneration; adequate accountability mechanisms; gold standard procurement processes; and supporting whistle-blowers. Fourthly, the socio-economic implications of police corruption were looked into, with focus on the injustices of the apartheid system; the implications of corruption on governance; the implications of corruption on crime; service delivery implications; as well as the victims of police corruption.

Based on the discussion and conclusions of the study, the SAPS Excecutives in the Northern Cape Province as well as nationally, should consider implementing the Anti-corruption Model - Mitigating Measures. The model enhances the fair and just processes; advocates good practices to boosting the morale of police officials; set a guideline for effective preventive measures; and outlines a zero tolerance consequencial management approach.

5.9 SUMMARY

This chapter dealt with the discussion and conclusions of the findings from 22 research participants who investigate crime and corruption from different investigative units. The discussion and conclusions were endeavoured to be as accurate as possible, as they focussed on the research questions and related literature review of the study. The study demonstrated that the lawmakers and leadership perpetually take a weak approach to the appropriate implementation of transformation in the SAPS.

Moreover, identifying and disentangling ethical problems in policing were exhausted. The identification of effective techniques for expediting and enforcing adherence to preventive measures and strategies was also scrutinised. A range of preventive measures and strategies which are fair and effective, and fierce implementation thereof is a necessity. It could be the answer to mitigating the prevalence of corruption and ensuring adherence to preventive measures by police officials in the SAPS. Lastly, a comprehensive outcome was achieved by looking into the lived experiences of research participants and a thorough literature review on the relevant from global academics.

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ADDENDA

ADDENDUM 1: Permission to Conduct Research in the SAPS

SAP 21

SUID-AFRIKAANSE POLISIEDIENS   **SOUTH AFRICAN POLICE SERVICE**

Private Bag
Privaatsak/ X20501
Mokotla'Poso

My Reference   3/34/2
My Verwysing
Tshopo ya ka
Enquiries   Brigadier Coghlan
Navrae
Batlisa ho

Tel   053 839 2852/03
Fax   : 053 831 8752

THE PROVINCIAL COMMISSIONER
DIE PROVINSIALE KOMMISSARIS

NORTHERN CAPE PROVINCE
NOORD KAAP PROVINSIE
KIMBERLEY
8301

Divisional Commissioner : Research
South African Police Service
PRETORIA
0001

PERMISSION TO CONDUCT RESEARCH IN SAPS: EVALUATING THE PREVALENCE OF CORRUPTION AND NON-ADHERENCE TO PREVENTIVE MEASURES IN THE SOUTH AFRICAN POLICE (SAPS): UNIVERSITY OF SOUTH AFRICA MASTERS DEGREE: RESEARCHER: R.P. MATAKALATSE

1.   Your letter with reference 3/34/2 dated 2020-06-03 refers

2.   This office has perused all documentation regarding the research of Mr R.P. Matakalatse and concurs with recommendations.

3.   Approval is granted for the researcher to conduct interviews with members of the organisation in the Northern Cape Province as referred to in paragraph 3 of your letter.

4.   Contact details of the member who will coordinate the research is as follows:

   Contact person: Brigadier M.E. Coghlan
   Contact numbers: 053 839 2852
   Email address: CoghlanM@saps.gov.za

5.   The following stakeholders will be sensitised regarding the research intention to conduct in-depth interviews with members once the date/s of the intended visit/s is made available and confirmed to this office.

6.   The researcher would not publicise the report before the South African Police Service is satisfied with the content.

ADDENDUM 1: Permission to Conduct Research in the SAPS

PERMISSION TO CONDUCT RESEARCH IN SAPS: EVALUATING THE PREVALENCE OF CORRUPTION AND NON-ADHERENCE TO PREVENTIVE MEASURES IN THE SOUTH AFRICAN POLICE (SAPS): UNIVERSITY OF SOUTH AFRICA MASTERS DEGREE: RESEARCHER: R.P. MATAKALATSE

- DEPUTY PROVINCIAL COMMISSIONER: CRIME DETECTION
- PROVINCIAL HEAD: DPCI
- DISTRICT COMMANDER: FRANCES BAARD
- STATION COMMANDER:KIMBERLEY

Hope you find this in order.

MAJ GENERAL
DEPUTY PROVINCIAL COMMISSIONER: CORPORATE SERVICES
NORTHERN CAPE PROVINCE
H. DE WAAL

Date: 2020·06·10

ADDENDUM 2: Permission to Conduct Research in IPID

independent police investigative directorate

Department:
Independent Police Investigative Directorate
REPUBLIC OF SOUTH AFRICA

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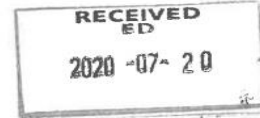
Private Bag X941, PRETORIA, 0001. City Forum Building, 114 Madiba Street, PRETORIA
Tel: (012) 399 0000, Fax: (012) 399 1440,

INTERNAL MEMORANDUM

TO	:	MR. P.M SETSHEDI
		ACTING EXECUTIVE DIRECTOR
THROUGH	:	MR THUSO KEEFELAKAE
		ACTING CHIEF DIRECTOR PROGRAMME 2
FROM	:	MS. L CHABA
		DEPUTY DIRECTOR: KNOWLEDGE MANAGEMENT
SUBJECT	:	REQUEST FOR APPROVAL TO CONDUCT RESEARCH : MR R.P MATAKALATSE
DATE	:	08 JULY 2020

1. BACKGROUND

To request the Acting Executive Director to approve the request/application of Mr R.P Matakalatse to conduct research in IPID.

2. DISCUSSION

Mr R.P Matakalatse is employed by South African Police Service (SAPS) holding the rank of Lieutenant Colonel at Criminal Records and Crime Scene Management in the Northern Cape Province. He is a student at UNISA and his Masters proposal in the School of Criminal Justice has been approved. His application to conduct research in IPID was received on 07 July 2020. The purpose of research is to evaluate the prevalence of corruption and non-adherence to preventive measures, the extent and the causes of corruption and the effectiveness of existing preventive measures and how they can be improved among the officers in SAPS.

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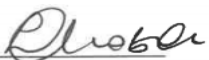
ADDENDUM 2: Permission to Conduct Research in IPID

Mr Matakalatse is intending to interview IPID investigators in the Northern Cape (Kimberly), the data collection method he will utilize is a questionnaire attached as Annexure D. All documents are attached as per the checklist and the application meets all the necessary requirements.

3. RECOMMENDATIONS:

It is requested that Mr Matakalatse's application be approved by the Acting Executive Director as the findings of the study will be relevant and applicable to the IPID. The onus to negotiate appropriate and relevant schedules with the province will rest with him, he will present the copy of the Acting ED's approval upon negotiating such with the Provincial Head.

Hope the above is in order,

MS LEAH CHABA
Deputy Director: Knowledge Management

DATE: 08/07/2020

RECOMMENDED/ NOT RECOMMENDED   COMMENTS:
The approval to this research
can be granted and the findings might
assist the department to get my views of
an independent person on IPID issues relating to
corruption in me.

, A teefelalcae

MR T KEEFELKAE
Acting Chief Director: Programme 2

DATE: 2020/7/17

APPROVED/NOT APPROVED   COMMENTS:
① Mr Matakatane is a SAPS Member and IPID is
responsible for investigation of member's conduct.
② Therefore the approval is granted on condition that
the research interview process will
not compromise the confidentiality
of the IPID information.

MR P.M SETSHEDI
Acting Executive Director

DATE: 29/07/2020

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ADDENDUM 3: Permission to Conduct Research in the (DPCI)

South African Police Service   **Suid-Afrikaanse Polisiediens**

Privaatsak Private Bag X34	Pretoria 0001	Faks No. Fax No.	(012) 393 2128

Your reference/U verwysing:

My reference/My verwysing: **3/34/2**

Enquiries/Navrae: Lt Col Joubert
            AC Thenga
Tel: (012) 393 3118
Email: JoubertG@saps.gov.za

THE HEAD: RESEARCH
SOUTH AFRICAN POLICE SERVICE
PRETORIA
0001

**RP Matakalatse
UNIVERSITY OF SOUTH AFRICA**

APPROVED

RE: PERMISSION TO CONDUCT RESEARCH IN SAPS: EVALUATING THE PREVALENCE OF CORRUPTION AND NON-ADHERENCE TO PREVENTIVE MEASURES IN THE SOUTH AFRICAN POLICE SERVICE (SAPS): UNIVERSITY OF SOUTH AFRICA: MASTERS DEGREE: RESEARCHER: RP MATAKALATSE

The above subject matter refers.

You are hereby granted approval for your research study on the above mentioned topic in terms of National Instruction 1 of 2006.

Further arrangements regarding the research study may be made with the following office:

The National Head: Directorate for Priority Crime Investigation:

- Contact Person: Brigadier M Mohajane
- Contact Details: 084 9522 230
- Email Address : MohajaneM@saps.gov.za

The Provincial Commissioner: Northern Cape:

- Contact Person: Brig ME Coghlan
- Contact Details: (053) 839 2852
- Email Address: coghlan@saps.gov.za

The National Head: Directorate for Priority Crime Investigation has stressed that the researcher must provide a copy of the research report to the Directorate for Priority Crime Investigation.

Kindly adhere to paragraph 6 of our attached letter signed on the **2020-06-03** with the same above reference number.

                         MAJOR GENERAL
THE HEAD: RESEARCH
DR PR VUMA

DATE: 2021-10-21

ADDENDUM 4: Ethical clearance certificate

UNISA | university of south africa

UNISA 2020 ETHICS REVIEW COMMITTEE

Date: 2020:07:15

ERC Reference No. : ST69
Name : RP Matakalatse

Dear Ramothudi Petrus Matakalatse

**Decision: Ethics Approval from
2020:07:15 to 2023:07:15**

_____

Researcher: Ramothudi Petrus Matakalatse

Supervisor: Dr L Motsepe

EVALUATING THE PREVALENCE OF CORRUPTION AND NON-ADHERENCE TO PREVENTIVE MEASURES IN THE SAPS

Qualification: MA Criminal Justice

_____

Thank you for the application for research ethics clearance by the Unisa 2020 Ethics Review Committee for the above mentioned research. Ethics approval is granted for 3 years.

The **Low risk application** was **reviewed** by the CLAW Ethics Review Committee on 15 July 2020 in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment.

The proposed research may now commence with the provisions that:

1. The researcher will ensure that the research project adheres to the relevant guidelines set out in the Unisa Covid-19 position statement on research ethics attached.

ADDENDUM 4: Ethical clearance certificate

2. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.

3. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the CLAW Committee.

4. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.

5. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.

6. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.

7. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.

8. No field work activities may continue after the expiry date **2023:07:15**. Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

The reference number ST 69-2020 should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Yours sincerely,

Prof T Budhram
Chair of CLAW ERC
E-mail: budhrt@unisa.ac.za
Tel: (012) 433-9462

Prof M Basdeo
Executive Dean : CLAW
E-mail: MBasdeo@unisa.ac.za
Tel: (012) 429-8603

URERC 16.04.29 - Decision template (V2) - Approve

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
www.unisa.ac.za

ADDENDUM 5: CONSENT FORM

TEMPLATE DOCUMENTS

Guidelines available at:
www.unisa.ac.za

PARTICIPANT INFORMATION SHEET
(CHANGE AS REQUIRED & PRINT ON UNISA LETTERHEAD)

Ethics clearance reference number: *ST 69-2020*

Research permission reference number: *3/34/2*

2022/01/12

Title: EVALUATING THE PREVALENCE OF POLICE CORRUPTION AND NON-ADHERENCE TO PREVENTIVE MEASURES IN THE NORTHERN CAPE

Dear Prospective Participant

My name is Ramothudi Petrus Matakalatse and I am doing research with Dr. L.L Motsepe, a senior lecturer in the Department of Police Practice towards a MA at the University of South Africa. We do not have any funding for this research. We are inviting you to participate in a study entitled 'Evaluating the prevalence of police corruption and non-adherence to preventive measures in the Northern Cape'.

WHAT IS THE PURPOSE OF THE STUDY?

I am conducting this research to establish the root causes of corruption among police members in the SAPS, determine the extent the ineffective preventive measures fuels corrupt behaviour amongst police members in the SAPS, determine measures which are likely to mitigate corruption and ensure adherence to preventive measures by police members in the SAPS, as well as establishing the socio-economic implications caused by corrupt police members in the SAPS.

WHY AM I BEING INVITED TO PARTICIPATE?

The participants' contacts will be obtained from HRM's employee record list after obtaining permission to conduct research is granted in writing by the SAPS and IPID. The particular participants were chosen in terms of their experience and ability to provide the desired information, using non-probability sampling. The population in this study consists of 130 police officials in the Northern Cape province. The breakdown of the total number of the pupulation is as follows: 60 Kimberley detective members, ten IPID members in the Northern Cape, and 60 DPCI members in the Northern Cape. The sample will consists of 24 investigators in the Northern Cape. The breakdown of the total number of the sample is as follows: 14 detectives out of 60 Kimberley Detectives, five investigators out of ten IPID members in the Northern Cape, and five investigators out of 60 DPCI members in the Northern Cape.

WHAT IS THE NATURE OF MY PARTICIPATION IN THIS STUDY?

The participant's role in the study is to share their experiences and provide the desired information on police corruption and non-adherence to preventive measures.

The study involves audio taping, structured open-ended telephone interviews, and structured open-ended questionnaire.

Participants will be asked the following questions:

- What does the word corruption mean to police members in the SAPS? This question will address the knowledge and interpretation of corruption by police members in the SAPS.
- What are the root causes of corruption among police members in the SAPS? This question will establish lived experiences that have been found to cause corruption among police members in the SAPS.
- To what extent does ineffective preventive measures fuels corrupt behaviour amongst police members in the SAPS? This question will establish how easy it is to commit corruption even though there are existing preventive measures in place in the SAPS.

- Which measures are likely to mitigate corruption and ensure adherence to preventive measures by police members in the SAPS? This question will bring to the fore best practices and tested preventive measures that are effective in mitigating corruption.
- What are the socio-economic implications caused by corrupt police members in the SAPS? This question will establish what corruption does to the wellbeing of society in general.

The twenty three (23) participants will be divided into three groups, namely, Group one, Group two, and Group three. Thirty minutes per individual participant will be allocated to conduct interviews and focus groups. The projected period of participation and the time needed to finalise focus groups and interviews two months (August – September 2020), depending on availability of participants.

CAN I WITHDRAW FROM THIS STUDY EVEN AFTER HAVING AGREED TO PARTICIPATE?

Statement that participation is out of free will and that there is no consequence or loss of benefit for not participating.

Participating in this study is voluntary and you are under no obligation to consent to participation. If you do decide to take part, you will be given this information sheet to keep and be asked to sign a written consent form. You are free to withdraw at any time and without giving a reason. *[Do not mislead your potential participants by stating that they can withdraw from a research project at any time if the project involves the submission of non-identifiable material such as questionnaires. Explain clearly to them that it will not be possible to withdraw once they have submitted the questionnaire. Please note that this will depend on the nature of the questionnaire. Some questionnaires may clearly indicate the identity of the participant, but the researcher may have agreed to anonymise personal data. Thus someone could ask for withdrawing the questionnaire].*

WHAT ARE THE POTENTIAL BENEFITS OF TAKING PART IN THIS STUDY?

Participants will gain knowledge regarding the prevalence of corruption and non-adherence to preventive measures among police members in the SAPS; information on the root causes of corruption will be made available to the police members and managers in the SAPS; improved preventive measures to curb corruption, and adherence to preventive measures.

ARE THEIR ANY NEGATIVE CONSEQUENCES FOR ME IF I PARTICIPATE IN THE RESEARCH PROJECT?

Some participants might feel uncomfortable answering some research questions. Therefore participants will be debriefed before commencing with interviews, they will be assured that their names will not be used without their consent, their participation will not jeopardise their employment or personal life in any way. They will not be victimised in any way for their participation. Their well-being is a priority.

Interviews will take place in a conducive, secure, and user-friendly environment. Fictitious names will be used, as well as pseudonyms to ensure participants' privacy, anonymity and confidentiality. There will be no research-related adverse events that will need compensation.

WILL THE INFORMATION THAT I CONVEY TO THE RESEARCHER AND MY IDENTITY BE KEPT CONFIDENTIAL?

Explain the extent, if necessary, to which confidentiality of information will be maintained.
You have the right to contend that your name will not be recorded anywhere and that only the researcher and identified members of the research team, will know about your contribution in this research *[this measure refers to confidentiality]* OR your name will not be recorded anywhere and no one will be able to attach you to the answers you give *[this measure refers to anonymity]*. Your answers will be given a code number or a pseudonym and you will be referred to in this way in the information, any publications, or other research reporting methods such as conference proceedings *[this measure refers to confidentiality]*.

The entire research team, other researchers at UNISA, administrative employees at UNISA, students, and the public will have access to data (UNISA, 1996:17) from UNISA depository. Personnel will be required to sign statements agreeing to protect the security and confidentiality of identifiable information. The privacy agreements should be submitted to the Research Ethics Review Committee for consideration. Your answers may be reviewed by people responsible for making sure that research is done appropriately, including the transcriber, external coder, and members of the Research Ethics Review Committee. Otherwise, records that recognize you will be available only to people working on the study, unless you give permission for other people to see the records.

Freely given informed consent will be obtained from research participants prior to further use of the research information for other purposes such as research report, journal articles and/or conference proceedings, as required by the Protection of Personal Information Act, No 4 of 2013 (UNISA, 2016:12). Pseudonyms will be used. Please keep in mind that it is sometimes impossible to make an absolute guarantee of confidentiality or anonymity, e.g. when focus groups are used as a data collection method.

Interviews will also be conducted with focus groups consisting of eight members from Kimberly detectives. The researcher will lead the discussions for about two hours on a particular topic, concept, or product. These members will be generally chosen on the basis of their expertise in the topic on which information is sought (Sekaran, 2003:220).

The focus sessions are aimed at obtaining respondents' impressions, interpretations, and opinions as the members talk about the prevalence of corruption and non-adherence to preventive measures in the SAPS (Sekaran, 2003:220). The structured but spontaneous responses will reflect the genuine opinions, ideas and feelings of the members about the topic being discussed (Sekaran, 2003:220).

While every effort will be made by the researcher to ensure that you will not be connected to the information that you share during the focus group, I cannot guarantee that other participants in the focus group will treat information confidentially. I shall, however, encourage all participants to do so. For this reason I advise you not to disclose personally sensitive information in the focus group.

HOW WILL THE RESEARCHER(S) PROTECT THE SECURITY OF DATA?

Hard copies of your answers will be stored by the researcher for a period of five years in a locked cupboard/filing cabinet in the UNISA Institutional Repository for future research or academic purposes; electronic information will be stored on a password protected computer. Future use of the stored data will be subject to further Research Ethics Review and approval if applicable. If necessary, information will be destroyed as follows: hard copies will be shredded and electronic copies will be permanently deleted from the hard drive of the computer through the use of a relevant software programme. Researchers should maintain privacy, anonymity, and

confidentiality when disposing of personal information. Identifiers which could be tracked back to the participants should not be included in the report (UNISA, 2016: 17).

WILL I RECEIVE PAYMENT OR ANY INCENTIVES FOR PARTICIPATING IN THIS STUDY?

The interviews will take place during normal working hours, under conducive and user-friendly conditions. Therefore there will be no payment or reward offered, monetary or otherwise, to participants. Any expenses incurred by the research participant should be clarified and warranted in adherence with the principle of fair procedures (justice).

HAS THE STUDY RECEIVED ETHICS APPROVAL

This study has received written approval from the UNISA Research Ethics Review Committee, Unisa. A copy of the approval letter can be obtained from the researcher if you so wish.

HOW WILL I BE INFORMED OF THE FINDINGS/RESULTS OF THE RESEARCH?

If you would like to be informed of the final research findings, please contact Ramothudi Petrus Matakalatse on 079 883 2438 or Matakalatser@gmail.com. The findings are accessible for a period of five years. Should you require any further information or want to contact the researcher about any aspect of this study, please Ramothudi Petrus Matakalatse on 079 883 2438 or Matakalatser@gmail.com.

Should you have concerns about the way in which the research has been conducted, you may contact Dr. L.L Motsepe on 072 479 7274 / 011 670 9425 or motsell2@unisa.ac.za. Contact the research ethics chairperson of the UNISA Ethics Review Committee, Professor Budhram at 012 433 9462 or budhrt@unisa.ac.za, if you have any ethical concerns.

Thank you for taking time to read this information sheet and for participating in this study.
Thank you.

Ramothudi Petrus Matakalatse

ADDENDUM 6: Interview guide for all research participants

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QUESTIONNAIRE

ETHICAL CONSIDERATIONS

The interview questions will be divided into sections and it is vital that all sections are completed to get enough feedback from participants' views and opinions for the Researcher to make an informed conclusion. Please do not write your names on the questionnaire, only a signature for authenticity purpose will serve as validation. Note that all answers will be treated with strict confidentiality and anonymity, they will be used for study purposes only.

SECTION A: BIOLOGICAL INFORMATION

NB: All answers to this interview questions will be treated with confidentiality for study purposes only. Please answer all questions in the sections.

Item	Questions	Responses: mark with X						
1	What is your gender		Male			Female		
2	What is your age	20-30		31-40		41-50		51-65	
3	What is your rank							
4	What is your years of service?	1-5		6-10		11-15		16+	
5	What is your highest level of education?	Matric + Experience		Diploma		Degree		Masters+	

SECTION B: THE MEANING OF CORRUPTION TO OFFICERS IN THE SAPS

The objective of the questions is to obtain your views on the meaning of corruption to officers in the SAPS. Kindly provide comprehensive answers to the following questions:

1. What does the word corruption mean to officers in the SAPS?

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SECTION C: THE ROOT CAUSES OF CORRUPTION AMONGST OFFICERS IN THE SAPS?

The objective of the questions is to obtain your views on the root causes of corruption amongst officers in the SAPS. Kindly provide comprehensive answers to the following questions:

2.   What are the root causes of corruption among officers in the SAPS?

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3.   Which sections/departments in the SAPS are most likely to be involved in corruption?

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4. Which ranks/levels in the SAPS are likely to be involved in corruption?

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5. What type of corruption the officers in the SAPS are likely to be involved in? Please name a few.

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6. How much money (in Rand value) will officers in the SAPS normally accept?

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7. How frequently will officers in the SAPS be involved in corruption?

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8. Is the procurement officer in the SAPS also involved in corruption? Please elaborate.

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9. Do these corrupt activities include refusal to file a case, reluctance to act upon a complaint levelled against a fellow officer, and inhumane behaviour towards victims of crime and corruption, sexual harassment, sextortion, and police brutality? Please elaborate.

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10. Why will officers in the SAPS be involved in corrupt activities?

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11. Is the remuneration/salary adequate for the basic needs of officers in the SAPS? Please elaborate.

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12. Normally who initiates the corrupt activity, is it the officer in the SAPS or a member of the public?

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13. Are the officers in the SAPS greedy by nature? Pleases elaborate.

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SECTION D: THE EXTENT THE INEFFECTIVE PREVENTIVE MEASURES FUELS CORRUPT BEHAVIOUR AMONGST OFFICER IN THE SAPS

The objective of the questions is to obtain your views on the extent the ineffective preventive measures fuel corrupt behaviour amongst officers in the SAPS. Kindly provide comprehensive answers to the following questions:

14. To what extent do ineffective preventive measures fuel corrupt behaviour amongst officers in the SAPS?

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SECTION E: MEASURES LIKELY TO MITIGATE CORRUPTION AND ENSURE ADHERENCE TO PREVENTIVE MEASURES AMONGST OFFICERS IN THE SAPS

The objective of the questions is to obtain your views on the measures that are likely to mitigate corruption and ensure adherence to preventive measures amongst officers in the SAPS. Kindly provide comprehensive answers to the following questions:

15. Which measures are likely to mitigate corruption and ensure adherence to preventive measures by officers in the SAPS?

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16. Is the implementation of the SAPS Employment Regulations, 2017, which specifically relates to ethics management, effective enough?

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17. Is the conducting of annual ethics and anti-corruption risk assessments, to identify and address organizational vulnerabilities; implementation of advocacy and awareness programmes related to ethics, integrity, anti-corruption, the Code of Conduct and Ethics, promoting integrity at work, and ethical leadership effective enough?

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18. Is the implementation of an Ethics/Anti-Corruption Strategy and related policies; management of conflict of interest, through financial disclosures by all employees/approval of remunerative work; management of the receipt of gifts/donations (no gifts are allowed in official capacity, however, gifts received must be registered in a Gifts Register and approved); management of investigations into contraventions of the Ethics Code effective enough?

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19. Is the establishing and management of a whistleblowing capacity effective enough?

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SECTION F: THE SOCIO-ECONOMIC IMPLICATIONS CAUSED BY CORRUPT OFFICERS IN THE SAPS

The objective of the questions is to obtain your views on the socio-economic implications caused by corrupt officers in the SAPS. Kindly provide comprehensive answers to the following questions:

20. What are the socio-economic implications caused by corrupt officers in the SAPS?

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21. What are the effects of corruption on society's social life by corrupt officers in the SAPS?

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22. What are the effects of corruption on the economy by corrupt officers in the SAPS?

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Thank you for your participation.