

**AN EVALUATION OF THE
TRANSFORMATION PROCESS WITHIN THE
SOUTH AFRICAN POLICE SERVICE IN THE
CAPRICORN
DISTRICT MUNICIPALITY**

BY

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DECLARATION

I, **Ngoako Charles Kgomokaboya** hereby declare that this dissertation submitted to the University of Limpopo for the degree of Master in Public Administration in the Turfloop Graduate School of Leadership, Faculty of Management and Law, has not been previously submitted by me for degree of this or other University. I further declare that this is my work and all materials therein have been duly acknowledged.

Signed :

Date :

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Over and above, I am indebted to my beloved wife, **Patricia**, for her faith in me and her ability to give me time to finalize this study.

DEDICATION

This study is dedicated to:-

My mother, **Dimakatjo-Mapula** and my late father **Nkadimeng**, who through toil and dole made me, see the light.

My wife, **Ramadimetja Patricia** who through endless support and affection accorded me an insightful exposition.

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who

Although in their early teens for a job well done in the role of making me a cup of coffee/tea while studying.

LIST OF ACRONYMS

AA	:	Affirmative Action
CBO	:	Community Based Organization
CDM	:	Capricorn District Municipality
CSD	:	Centre for Science Development
CPF	:	Community Police Forum
CPO	:	Community Police Officer
DSSL	:	Department of Safety, Security & Liaison
DPSA	:	Department of Public Service & Administration
GEAR	:	Growth Employment and Redistribution Strategy
ICD	:	Independence Complaints Directorate
IDP	:	Integrated Development Plan
NCPS	:	National Crime Prevention Strategy
NGO	:	Non-Government Organization
RDP	:	Reconstruction and Development Program
SAPS	:	South African Police Service
SCS	:	Community Service Centre
SSA	:	Statistics South Africa
WPTPSD	:	White Paper on Transformation of the Public Service Delivery

TABLE OF CONTENTS

- 1. Introduction
 - 1.1 Statement of the Background
 - 1.2 Motivation for the
 - 1.3 Research Question
 - 1.4 Definition of Concepts
 - 1.4.1. Democracy
 - 1.4.2. Affirmative Action
 - 1.4.3. Affirmative Action Measure
 - 1.4.4. People with Disabilities
 - 1.4.5. Discrimination
 - 1.4.6. Bathopele
 - 1.4.7. Alternative Service Delivery
 - 1.4.8. Police Service
 - 1.4.9. Public Service

CHAPTER 2

LITERATURE REVIEW

- 2.1 Introduction
- 2.2 Context of Service Delivery
 - 2.2.1 The Regulatory Framework
- 2.3. Approached Policy and Legislation on Safety & Security
- 2.4. Overview of Employment Equity Act
- 2.5. Employment Equity Act
- 2.6. Duty to keep Record
- 2.7. Policy and Legislation Governing Transformation within SAPS
 - 2.7.1. South African Police Employment Equity Plan
- 2.8. Statement of Intent
- 2.9 Implementati9on Per Business Unit
- 2.10. Transvaal Issues
- 2.11. Consultation Process
- 2.12. Policy Framework for Public Sector Service Delivery
- 2.13. Background of Case Study
- 2.14. Implementation of the Batho Pele
- 2.15. PrincipleS Outlined
 - 2.15.1 Consulatation
 - 2.15.2. Setting Service Standards
 - 2.15.3. Increasing Access
 - 2.15.4. Ensuring Courtesy
 - 2.15.5 Providing Information
 - 2.15.6 Openness and Transparency

- 2.15.7 Redress
- 2.15.8 Value for Money

CHAPTER 3

RESEARCH METHODOLOGY

- 3.1 Introduction
- 3.2 Research Approach and Design
 - 3.3.1 Research Design
 - 3.2.2 Qualitative Methodology
 - 3.2.3 Quantitative Methodology
 - 3.2.4 Questionnaires
- 3.3 Area of Study
- 3.4 Population
- 3.5 Data Collection
- 3.6 Data Analysis
- 3.7 Ethical Consideration
- 3.8 Limitations

CHAPTER 4

RESULTS AND DISCUSSION

- 4.1 Introduction
- 4.2 Implementation of Batho Pele Principles
 - 4.2.1 Overview
 - 4.2.2 Application of the variable
 - 4.2.3 Analysis and Findings on the consultation Principle
 - 4.2.4 Service Standard Principle
 - 4.2.5 Access Principle
 - 4.2.6 Courtesy Principle
 - 4.2.7 Information Principle
 - 4.2.8 Redress Principle
 - 4.2.9 Openness and Transparency Principle
 - 4.2.10 Value for Money Principle

- 4.3 Efficiency in responding to complaints and relationship with communities
 - 4.3.1 Definition of the variable

- 4.3.2 Application of the variable
- 4.4 Summary of police stations impression on response time
 - 4.4.1 Mankweng SAPS
 - 4.4.2 Lebowakgomo SAPS
 - 4.4.3 Senwabarwana SAPS
 - 4.4.4 Mogwadi SAPS
 - 4.4.5 Matlala SAPS
 - 4.4.6 Zebediela SAPS
 - 4.4.7 Findings response time
 - 4.4.8 Community Relationship
- 4.5 Visible Policing
 - 4.5.1. Description of the Variable
 - 4.5.2. Application for the variable visible policing
 - 4.5.3. Sector Policing
 - 4.5.4. Victim Support
 - 4.5.5. Community Policing Forums
- 4.6 Location of current police stations
 - 4.6.1 Description of the variable
 - 4.6.2 Application of Variable
 - 4.6.3 Analysis and findings on location of police stations
 - 4.6.4 Satellites and mobile police stations
- 4.7 Resource Capacity
 - 4.7.1 Description of the variable
 - 4.7.2 Application of the variable
 - 4.7.3 Analysis and Findings

CHAPTER 5

RECOMMENDATIONS AND CONCLUSION

- 5.1. Recommendations on the implementation of Batho Pele
- 5.2 Recommendation on Visible Policing
 - 5.2.1 Sector Policing
 - 5.2.2 Victim Support
 - 5.2.3. Community Policing Forum
- 5.3 Resource Capacity on rural representation
- 5.4 Gender Representative
- 5.5 Personnel Capacity
- 5.6 Conclusion

LIST OF TABLES

Table 2.1: SAPS National Business Unit

Table 4.1: Station Precincts

Table 4.2: Gender Representation Table

LIST OF FIGURES

Figure 2.1: Model of Consultation

Figure 3.1: Map of Limpopo Province Highlighting Capricorn District Municipality

Figure 4.1: Male/Female Ratio

Figure 4.2: Total Workforce Males

CHAPTER 1

1. INTRODUCTION AND BACKGROUND

Why is organizational transformation important? The Bill of Rights, as the cornerstone of democracy in South Africa, enshrines the rights of all people in our Country and affirms the democratic values of human dignity, equality, and freedom. Section 9 of Chapter 2 of the Constitution of RSA 1996, referred to as the Constitution of the Republic of South Africa (1996:7) states that Section (3) – The State may not unfairly discriminate, directly or indirectly, against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth, Section 9 (1). Everyone is equal before the law and has the right to equal protection and benefit of the law.

The dawning of democracy after the first democratic elections saw new targets for transformation, within the public service. The South African Police Service is one of the institutions that have been seriously in need of transformation due to its notorious way of operation during the previous apartheid regime. It has been over a decade since the establishment of South Africa's first democratically elected constitutional state. It is therefore opportune to examine how issues of race and gender currently play all these complexities. It should be noted that any study of race is bound to run into both empirical and ethical challenges. It has long been realized that race is not an inherent biologically determined tract but rather a social construct or a form of categorization that places people into groups, defined by erroneous biological and cultural characteristics.

One of the post-1994 government's foremost tasks has been to transform the public service into an effective and efficient instrument, capable of delivering equitable services to all citizens. However, its ability to do so has been severely limited by its legacy of ineffectiveness, unfair discrimination, and division based on race, colour and gender and the virtual exclusion of people with disabilities.

This study will therefore look at the legislation that addresses the transformation of the public service, the SAPS in particular. The Public Service, law amendment Act, 1977, and the Public Service Regulations Affirmative Action is critical to the transformation of the public service.

1.1. STATEMENT OF THE PROBLEM

The post-Apartheid government of South Africa inherited a huge backlog in terms of transformation and service delivery. The previous apartheid regime lacked legitimacy and credibility in the eyes of the majority of South Africans. Restoring legitimacy and credibility through the development of a broadly representative public service has come to be seen as one of the keys to the transformation process.

In light of the above, it is imperative to carry out research on the effectiveness of monitoring the transformation process within the South African Police Stations, to get feedback on the processes of administrative reform which is required to ensure that SAPS personnel keep abreast of the changing needs and requirements of the primary and secondary environments that they operate within.

The study will follow a summative evaluation research approach, sometimes called programme or project evaluation, and refers to a type of research than a specific research method (Babbie 2001:134). The study concerns itself with

Determining whether transformation as a policy has produced or not produced the intended results, as pointed out by Cloete (2006:247). Lipsy (2004:137) defines programme evaluation as the use of social research procedures to systematically investigate the effectiveness of social intervention programmes.

The findings of summative evaluation research are usually intended for decision makers with major roles in programmes oversight and improve the effectiveness of decision and policy making. The study seeks to measure whether the transformation process has achieved the desired goals.

1.2 MOTIVATION FOR THE STUDY

This study has been motivated by the need to recognize the importance of transformation within the South African Police Service in Limpopo Province in the District of Capricorn. The Parliamentary Portfolio Committee has also mandated the Department of Safety, Security and Liaison to monitor the process of transformation within the South African Police Service and to ensure that all role players in the Criminal Justice Cluster are engaged in transformation activities of their respective departments. The study seeks to accomplish the following goals:

- To enhance service delivery within the SAPS.
- To enhance informed decision-making based on reliable and valid information.
- To intensify the oversight of prioritized and under-performing police stations.
- To establish the root causes hampering service delivery.
- The search for truth or truthful knowledge. Singleton and Straits

(2004:123) argue that knowledge gained by research can benefit students in Public Administration and researchers as both consumers and producers of research evidence.

- To serve as a scientific process of knowledge generation.
- Good governance needs to make informed policy decisions based on well- researched information.
- This study intends to answer and understand the aspect of transformation for continuous improvement and service delivery in the public service. Therefore, academics and students in the same field of study will benefit as both consumers and producers of research evidence.

1.3 RESEARCH QUESTIONS

There is a need to critically assess the transformation process within the SAPS in Limpopo Province, Capricorn District Municipality. This process leads to the research of the vision and mission of service delivery in the public service. The study therefore aims to find answers to the following questions:-

- What are the opinions and perceptions of members of the SAPS with regard to transformation?
- To what extent does the transformation process of SAPS in Limpopo Province affect its employees?
- To what extent does the transformation the SAPS in Limpopo Province comply with transformation related legislation?
- Are the participants, clients and communities satisfied with the service?
- Is there a system in place to monitor implementation of the Batho Pele Principles?

1.4 DEFINITION OF CONCEPTS

1.4.1 Democracy

In its simplest form, democracy means “Government by the people” (Van der Walt and Du Toit, 1998:147). Democracy implies transparency and openness regarding the activities of public institutions and functionaries, and participation by citizens in the decision-making of public institutions in determining policies and implementing them.

1.4.2 Affirmative action

According to Schwella, Burger, Fox and Miller (1996:89) and Vil-Nkomo (1995:131) the idea of affirmative action is closely related to the notion of representativity in the institutions. Stahl (1983:74) argues that public sector institutions in heterogeneous and complex societies should be demographically representative of the population if they are to be effective and responsive. The objective of affirmative action is to eliminate discrimination by actively pursuing to employ minorities and women.

1.4.3 Affirmative action measures

According to the Employment Equity Act, 1998 affirmative action initiatives are designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in the workplace of a designated employer. Affirmative Action efforts implemented by a designated employer must include:-

- Attempts to identify and eliminate employment barriers, including unfair discrimination, which adversely affect people from designated groups;
- Steps designated to further diversity in the workplace based on equal dignity and respect of all people;

- Making reasonable accommodation for people from designated groups in order to ensure that they enjoy equal opportunities and are equitably represented in the workplace.

1.4.4 People with disabilities

The employment Equity Act, Act 55 of 1998, identifies people with disabilities as people who have a long-term or recurring physical or mental impairment that substantially limits their prospects of entry into, or advancement in, employment.

1.4.5 Discrimination

According to Cloete (1988:14) discrimination means unequal treatment of candidates who apply for appointment, promotion, and other benefits that are available for appointment or promotion or visa versa.

1.4.6 Batho Pele

According to the Department of Public Service and Administration (www.dpsa.gov.za) Batho Pele is a name given to the government's initiative to improve the delivery of public service. Batho Pele means, in Sesotho, "People First". The name was chosen to emphasize that it is the first and foremost duty of the public service to serve the citizens of South Africa. The eight Batho Pele principles are outlined as follows:-

- Consultation
- Service Standards
- Access
- Courtesy
- Information
- Openness and Transparency
- Redress
- Value for Money

1.4.7 Alternative service delivery

Alternative Service Delivery means the identification, development and adoption by public departments and agencies of means of delivering public services other than through traditional, hierarchical bureaucracy. Alternative service delivery takes place within or outside of public service, or through partnerships between the public, private and or non-profit sectors. Alternative service delivery seeks to focus attention on innovative delivery solutions at the customer end. Alternative service delivery is developmental, since it involves the nurturing and support of creative solutions by those directly responsible for customer service innovation, transforming the role of top management into supporters and advocates for service delivery achievement (Cloete, 1988:124).

Its focus is on identifying and spreading practical approaches that make the services required by the public more effective, more equitable and more accessible.

1.4.8 Police Service

Section 205 of the Constitution of the Republic of South Africa contends that National Legislation must establish the powers and functions of the police service and must enable the police service to discharge its responsibilities effectively, taking into account the requirements of the provinces.

The Constitution of the Republic of South Africa, 1996 Section 205(3) mandates the SAPS to prevent, combat, and investigate crime, to maintain public order, to protect and secure the inhabitants of the Republic and their property, and to uphold and enforce the law. This constitutional responsibility makes the SAPS an important role player in the transformation process.

1.4.9 Public Service

The Public Service Act, 1994 (Promulgated by Proclamation No 103 of 1994), states that public service means the public service referred to in Section 1(1) of the Public Service Act, 1994 and includes any organizational component contemplated in Section 7(4) of that Act and specified in the first column of Schedule 2 of that, but excluding the National Defence Force, the National Intelligence Agency and the South African Secret Service.

The purpose of Public Service Act is to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workplace (The Public Service Act, 1994).

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

According to Taylor (2001:1) and Bless, Higson-Smith and Kagee (2006:19-28) defines a literature review as a structured evaluation and classification of what reputable scholars previously have written on a topic, the sources and identification of a particular research problem. A literature review sets the basis for the analysis of research, enabling the researcher to comprehend the structure of the research problem and presenting the justification for the research (Obezinger, 2005:1).

This chapter will look at the available literature on the subject of the research. The literature on the concept of Batho Pele principles, as defined in the Constitution of the Republic of South Africa will be reviewed. The Literature Review selected will give the background of the Batho Pele principles in Public Service delivery. The principal pieces of legislation governing the public service as required by the constitution will be reviewed. It will include the White Paper on Safety and Security.

This chapter will also provide an overview of developments in the South African Police Service (SAPS) over the last 12 years. Such an undertaking is not straight forward as SAPS systems are by nature complex institutions with multiplicity of organizational forms, actors and interests. Possible target for reform is numerous and an evaluation that seeks to represent the problems facing, and initiatives targeting, the SAPS transformation is bound to be incomplete and interpretive.

2.2 CONTEXT OF SERVICE DELIVERY

2.2.1 The Regulatory Framework

Since 1994, the South African government has produced a substantial body of enabling legislation to promote the transformation of the public service from the old, bureaucratic, rules-bound organization into a dynamic, result-driven entity focused on service delivery. This body of enabling legislation is called the Regulatory Framework. It is informed by the Constitution of 1996 and includes the following Acts, Regulations, White Papers and Bargaining Council decisions among others:-

- Public Service Act, No 103 of 1994. This remains the principal piece of legislation governing the public service, as required by the Constitution. It has been amended and amplified by the following legislation:
- The Public Service Commission Act, No 46 of 1997
- The Public Service Law Amendment Acts, No 47 & 93 of 1997 & No 86 of 1998;
- The Public Service Amendment Act, No 5 of 1999;
- The Promotion of Administrative Justice Act, No 3 of 2000;
- The Public Services Regulations;
- The White Paper on the Transformation of the Public Service, 1995;
- The White Paper on Transformation Public Service Delivery (Batho Pele), 1997;
- The White Paper on Human Resource Management in the Public Service, 1997;
- The White Paper on Affirmative Action in the Public Service, 1998;
- The White Paper on Public Service Training and Education, 1998;
- Other Legislation applicable to the public service, such as the Public Finance Management Act, 1999 Labour Relations Act;
- Basic Conditions of Service Act;

- Employment Equity Act; and
- Skills Development Act.

All public organizations operate within a specific legislative framework that defines its operational behaviour. An effective equitable and accountable service is a hallmark of any democratic society. According to the former Minister of the Public Service and Administration, Dr Zola Skweyiya (1997:1), transforming the public service has two distinct aims: namely, to improve the delivery of public service to all our people and to demonstrate that we have become a truly democratic society.

The year 1997 was designated “The Year of Service Delivery and Transformation” (<http://www.info.gov.za/otherdocs/1997/conrep.htm>). This is a clear demonstration of the Government’s seriousness, determination and commitment to transformation and service delivery to the people of South Africa. It was against this background that the idea for the National Conference on Public Service Delivery (1997) was borne out. The conference had to review the state of service delivery in the public service, transformation and to identify existing obstacles to effective public service delivery. In this study transformation processes and the delivery of service within the SAPS in Limpopo Province, Capricorn District Municipality police stations will be analyzed with special emphasis on the positive as well as negative effects of the transformational processes. This means that attempts by the government to deal with impeding factors on transformation will be evaluated.

2.3. APPROACHED POLICY AND LEGISLATION ON SAFETY & SECURITY

The White Paper provides the means of realizing the vision and mission of improving the safety of our citizens. At the heart of the White Paper (1994) lives the challenge of enhancing the transformation of the police so that they are able to function effectively within the new democracy.

This requires, on the other hand, focusing on issues relating to the rule of the police within the constitutional order, their legitimacy and the delivery of an effective service to the public. Similarly this also requires a dedicated focus on victims of crime (Secretariat for Safety and Security 1994).

In the new democratic order, South Africans need and deserve accountable, effective and service oriented policing. The rights enshrined in the constitution, enacted in (1996), aims to ensure safety by protecting citizens who come into contact with the law, and by obliging the state to provide adequate security from those who perpetrate crime. In the past regime, the majority of citizens were concerned with abuse by agencies of the state. With the advent of democracy, the public now also demand the effective provision of safety (National Crime Prevention Council 1995). This means that policing in a democracy requires professional law enforcement which does not infringe upon human rights. Tilly (1995:274) purports that it also requires a concerted effort by government, in partnership with civil society, to protect, prevent crime before it occurs.

The immediate challenge of the new government in 1994 was to create a legitimate police service out of the eleven police forces constituted under apartheid (White Paper 1994). Along with this challenge, political leaders had to ensure that the police would support the new democracy, rather than oppose or undermine it. Similar to this process was ensuring that the police in future would act in ways respectful to the citizens who had once feared them (National Crime Prevention Strategy 2000).

The first democratic election in 1994, however, does not bring a system of policing which was well planned to meet these objectives. Policing in South Africa was traditionally highly centralized, Para-military, and authoritarian (White Paper on Safety and Security 1994). While these characteristics ensured that the police were effective under Apartheid in controlling the political opponents of the government, it meant that they were poorly equipped for crime control and prevention in the new democracy. Under the Apartheid rule, the police force lacked legitimacy and functioned as an instrument of control rather than as a police service dedicated to ensuring the safety of all citizens. History shows that policing had little interest in responding to crimes within “black” areas. In 1994, 74% of the country’s police stations were situated in White suburbs or business districts. Those police who were situated in “black” areas did not aim to provide greater safety and security for their inhabitants. Police presence in townships was used to anticipate and respond to collective challenges to Apartheid. Such interventions typically involved the targeting of police resources for short periods of time in response to resistance to Apartheid rule. This mode of policing necessitated the mobilization very different from that needed to police democratic order in which government seeks to ensure the safety of all citizens.

This inheritance has had a number of important consequences which have weakened the ability of the Department to combat crime. Authoritarian policing has few systems of accountability and oversight and does not require public legitimacy in order to be effective. Thus, with the advent of democracy in South Africa, systems of police accountability and oversight were not present. Now mechanism such as the Independent Complaints Directorate (ICD), a complaints body tasked with investigating abuses within the SAPS, situated outside of police but reporting directly to the Minister – provide a means of limiting the occurrence of human rights abusers. Moreover, accountability and civilian oversight as set out in the Green Paper for Safety, Security (1994) and continued to be key components of the policy agenda.

The study by Chen (1993:124) identifies that although much progress has been made, additional interventions are still required to ensure that South Africa follows international best practice in the area of civilian oversight and accountability. Elected local government while not seeking to intervene in police operational matters should have a greater input in the aims and objectives of policing to ensure that the needs of citizens in different localities are met. At national level, greater consideration should be driven to ensuring that policy and operational practice are aligned in ways which ensure more effective service delivery to the public.

The South African Police Service has not had a history of criminal's detection characteristic of the police in other democratic societies. The collecting, collation, and presentation of evidence to secure the prosecution of criminals are weakly developed in many areas. This is reflected by among other indicators, the training levels and experience of the detective component of the SAPS. In 1994, only about 26% of detectives had been on a formal investigation training course while only 13% of detectives had over six years experience. In any event, those detectives' skills present in the police before 1994 were concentrated largely in white areas (White Paper for Safety and Security 1994).

The problems of criminal detection are mirrored in the area of crime intelligence. Intelligence gathering structures were oriented towards the political opponents of the Apartheid State. Consequently, crime intelligence, particularly as it pertains to increasingly sophisticated forms of organized crime, requires immediate improvement.

A concentration on policing for purposes of political control has meant that prior to 1994, and in contrast with developments in other societies, the understanding and practice of crime prevention is poorly developed in South Africa.

In relation to the police, this means in particular that there has been little tradition of visible and community orientated policing on which to build. Apart from such interventions, however, international experience suggests that the police are not always well placed to prevent all types of crime (The White Paper 2004).

Continuing the process of transformation within the South African Police Service requires a concentration on these and related areas. The White Paper (2004) maintains this process. It is the overarching policy framework of government in relation to Safety and Security for the period 1999 to 2004. The White Paper draws conclusions for the future policy orientation of the Department to ensure the reduction of crime.

It points to areas where other government departments and authorities at National, Provincial and Local should be involved in ensuring a safer society to create a coherent policy framework for effective and accountable policing. It also recommends reform to the SAPS institutional arrangements to ensure effective service delivery.

In this regard, the principles outlined in the Green Paper continue to inform the broad policy thrust of the White Paper, particularly the principles of community participation as embodied in the philosophy of community policing, and the principles of democratic control and accountability directly in line with international trends in policing which demonstrate that the participation of communities and community policing form the bedrock of effective law enforcement (Green Paper for Safety and Security 1994).

2.4 OVERVIEW OF EMPLOYMENT EQUITY ACT NO 55 OF 1998

The Employment Equity Act, Act NO 55 of (1998) asserts that as a result of apartheid and other discriminatory laws and practices, there are disparities in employment, occupation and income within the national labour market, disadvantages for certain categories of people that they cannot be redressed by repealing discriminatory laws.

Therefore, in order to promote the constitutional right of equality and the exercise of true democracy, elimination of unfair discrimination in employment ensure the implementation of fair employment to redress the effects of discrimination, achieve a diverse workforce broadly representative of our people, promote economic development and efficiency in the workforce, and give effect to the obligations of the Republic as a member of the International Labour Organization.

2.5 EMPLOYMENT EQUITY ACT NO 55 OF 1998

Act No 55 of 1998 declares that its purpose is to achieve equity in the workforce by promoting equity in the workplace by promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination, and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce.

2.6 DUTY TO KEEP RECORDS

According to the Act, an employer must establish and, for the prescribed period, maintain records in respect of its workforce, its employment equity plan, and any other records relevant to its compliance with this Act.

2.7 POLICY AND LEGISLATION GOVERNING TRANSFORMATION WITHIN SOUTH AFRICAN POLICE SERVICE

2.7.1 SOUTH AFRICAN POLICE SERVICE EMPLOYMENT EQUITY PLAN

In terms of Section 23 of the Employment Equity Act, Act NO 55 of 1998, a designated employer must prepare a subsequent Employment Equity Plan before the end of term of its current Employment Equity Plan.

The South African Police Service recognizes that these were disparities in employment, occupation and income within the institution. They created such pronounced disadvantaged for population groups within the SAPS that redressing them cannot be done by simply repealing discriminating policing. The employment Equity Plan is therefore geared to:

- Promote the constitutional right of equality and exercise of true democracy;
- Eliminate unfair discrimination in employment Equity within the SAPS;
- Ensure proper and effective implementation of Employment Equity within the SAPS to redress the effects of past practices;
- South African Police Service to redress the effects of the past practices;
- Achieve a decrease workplace broadly representative of the South African community; and
- Promote economic development and efficiency in the workplace.

2.8 STATEMENT OF INTENT

Emanating from the aim as derived from the Employment Equity Act, Act No 55 of 1988, and the SAPS is committed to ensuring broad representation of its Human Resources based on the racial, gender and disability demographics. This shall be implemented in all occupational categories/levels/classes locally and provincially in relation to each and every workplace.

The subsequently Employment Equity Plan of the SAPS has been developed. It further commits itself to the implementation of affirmative action measures to ensure that suitably qualified persons from designated groups are equally represented in all occupational categories and levels in the workforce. The tune and ethos are set to identify and eliminate the artificial employment barriers which adversely affect people from designated groups.

The transformation process will help to expedite the promotion of diversity and successful implementation of the Employment Equity Plan based on equal dignity and respect for all, and ensuring reasonable accommodation available for people with disabilities. Effective procedures have been implemented to monitor and evaluate reasonable progress towards Employment Equity in every sphere of employment in the SAPS with the objective of achieving service delivery improvement which permeates across all sectors of Human Resource practices.

2.9 IMPLEMENTATION PER BUSINESS UNIT

The SAPS has taken the approach of implementing Equity Plans per Business Unit. The stance was influenced by the huge size of SAPS, 120 017 members, and the spread throughout the various provinces. It is impractical to develop a single plan that will integrate all dynamics in the Business Units which will be manageable, large enough to have a standardized approach and small enough to cater for specific needs and unique circumstances, but the ultimate objective being alignment with national demographics since SAPS is a national institution.

It is against this back-drop that SAPS has identified the following as Business Units.

Table 2.1 below: - (SAPS NATIONAL BUSINESS UNITS)

Division / Sections	Components	Provinces
Career Management	Information & System Management	Western Cape
Personnel Services	Strategic Management	Northern Cape
Training	Efficiency Services	Eastern Cape
Financial & Administration	National Administration Services – Office of the Premier	Free State
Logistics / SCM	Fleet Management	Kwa-Zulu Natal
Crime Prevention	Visible Policing Unit	Gauteng
Operational Response Services	Air wing/Task Force	National
Detective Services	Organized Crime Unit	North West
Crime Intelligence	Crime Information Management	Limpopo
National Evaluation	Service Delivery Improvement	Mpumalanga

2.10 TRANSVERSAL ISSUES

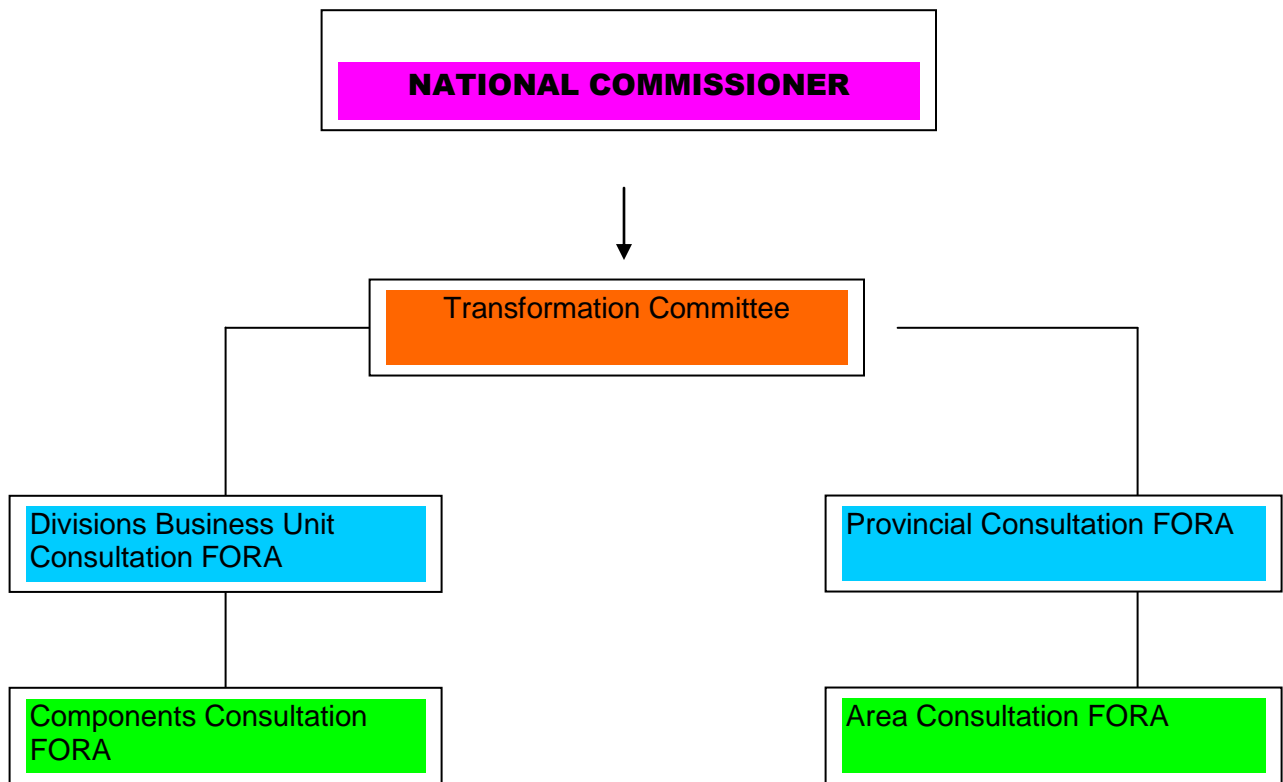
Issues of a transversal nature have been reflected on Business Unit Plans, but have also been treated as National Initiative that cuts across all Business Units. The responsibility for reporting on National Initiatives/Transversal Programme rests with the National Equity Head.

The implementation programme of the SAPS Employment Equity ensures that every manager is actively involved in the actualization. This and every Manager's Performance Agreement in the SAPS must be linked with the implementation of the Employment Equity Programme in the SAPS. This mechanism enables accountability for delivery on the Employment Equity Programme. Any manager/employee who obstructs or fail to implement any process of equality will be held accountable.

2.11 CONSULTATION PROCESS

The consultation process in all Business Units has been structured in such a manner that it should take place at all levels inclusive of Organized Labour. At National level, the Transformation Committee is utilized for consultation purpose. It must be noted that due to the ever changing nature of the environment and work force movement, the consultation process will be continuous throughout the lifespan of the Employment Equity Plan.

Figure 2.1 below is a Model of Consultation:



2.12 POLICY FRAMEWORK FOR PUBLIC SECTOR SERVICE DELIVERY

In order to implement South Africa's Reconstruction and Development Programme (RDP) and its growth, Employment and Redistribution Strategy (GEAR), Government has released a number of White Papers that have bearing on the transformation of the South African Public Service, with the aim of making the public service more efficient, effective and economical.

One of the most important policy documents is the White Paper on transforming Public Service Delivery, on the Batho Pele White Paper of 1997 (Notice NO 149 of 1997).

Service to the People (Hillard & Msaseni 2000:66), The White Paper (Section 1.1.1) argues that the South African Public Service will be judged by one criterion; its effectiveness in delivering services that meet the basic needs of all South African Citizens. This is emphasized by the following statement: "Public Services are not a privilege in a civilized and democratic society, they are a legitimate expectation".

The aim of study was to evaluate the implementation of the principles of Batho Pele White Paper, as definite government regulation on service delivery by the South African Public Service, especially by the Statistics SA, as a South African Government Department, or public institution.

2.13 BACKGROUND OF CASE STUDY

Statistics SA is to produce timely, accurate and accessible official statistics to help advance South African economic growth, crime prevention, Police Planning, Development and Democracy (<http://www.statss@gov.za/default2.asp>). Statistical data and information can assist in administering all the generic functions of public administration, namely policy-making; financing; personal provision and use; organizing; determining work procedure and methods; and controlling (Cloete 1998:86).

The statistical products of Statistics SA are indispensable in especially the policy-making and planning activities of government, governments departments, and other public, as well as private institutions.

As it has been established that the statistical data and information produced by Statistics SA inform the generic functions of public administration, it can be accepted that the statistical products of Statistics SA also have a considerable contribution to make towards improved service delivery in the South African Public Service.

It is after all, bearing in mind the definition that public administration is the type of administration that is involved in the conduct of communal or public affairs by the various governmental and other public bodies, efficiency in policy-making, financing; personal provision and use; organizing; determining work procedure, and methods; and controlling that which will assist in enhancing public service delivery.

This case study addresses perceptions displayed by employees at the Head Office of Statistic SA to the extent to which the institution is implementing the principles of Batho Pele, through their completion of a questionnaire. Statistics SA was selected for the study, because of its encompassing role as a public institution. Their functions, among others, are to collect, process, analyzing, and publish economic, crime, social, and population statistics. The institution has no direct policy responsibility, however, the data and information it distributes, support policy decisions made by government, the private sector and civil society.

Herein then lies the potential of the Statistics SA to make a major contribution to the improvement of service delivery in South Africa. Past assessments of service delivery by the South African public institutions have also tended to focus only on institutions that serve the public as primary customer, often neglecting to

address governmental and other public, as well as private institution and customers. That Government is the primary customer of Statistics SA serves as reminder that in addressing the Batho Pele White Paper principles, public institutions should not be so focused on the service delivery needs of external (individual) customers, that they neglect the needs of customers internal to the public service.

The term customer is used interchangeable with the term citizen throughout the Batho Pele White Paper. It is however stated that not only the members of society are customers, National and Provincial departments have various internal customers such as components and staff with their own organizations, as well as other departments and institutions to whom they provide a service (Du Toit et al. 2002:307). A customer Statistics SA, for example, can thus be classified as any user, receiver of any product or service provided by Statistics SA. This classification would then include individuals or components both internal and external to Statistics SA, government or government departments, as well as other public or private institutions.

The Constitution of the Republic of South Africa, 1996 Section 239(6)(ii) states that the term organ of state includes any institution exercising a public power of performing a public function in terms of the Constitution or any legislation. The classification of Statistical SA as organizational components in terms of Schedule 3 of the Public Service Act, 1994 thus effects the constitutional entrenchment of Statistic SA's status as an organ of State, while its legislative mandate was awarded constitutional entrenchment by the adoption of the Statistics Act, (Act 66 of 1999).

In the Statistics Act 1999, the role of Statistics SA is defined as providing statistical information to organs of state, businesses, other institutions and the general public for planning, decision making, monitoring, and assessment of policies.

2.14 IMPLEMENTATION OF THE BATHO PELE PRINCIPLES

The Batho Pele initiative is a name given to the government's initiative to improve the delivery of Public Service. Batho Pele means, chosen to emphasize that it is the first serve all the citizen of South Africa. It is a programme aimed at implementing the basic values and principles governing public administration as among other things, that the public service be transformed. The White Paper on the transformation of the public service sets out a number of transformation priorities. Transformation of service delivery is the key because the transformation of the public service will be judged, above all, on whether it can meet the basic needs of all South African citizens.

The White Paper on transforming Public Service Delivery (the Batho Pele White Paper) lays down eight principles for the transformation of public service delivery. It also lays down norms to ensure that the public service puts the principles into practice.

2.15 PRINCIPLES OUTLINED

Eight Batho Pele principles were developed to serve as acceptance policy and legislative framework regarding service delivery in the public service. These principles are aligned with the Constitution.

- Promoting and maintaining high standards of professional ethics;
- Providing service impartially, fairly, equitably and without bias;
- Utilizing resources efficiently and effectively;
- Responding to people's needs; the citizens are encouraged to participate in policy making; and
- Rendering an accountable, transparent, and development-oriented public administration

The Batho Pele principles are as follows:-

2.15.1 Consultation

There are many ways to consult users of services including conducting customer's surveys, interviews with individual users, consultation with groups, and holding meetings with consumer representative bodies and Non Governmental Organization (NGO) and Community Based Organization (CBO). Often more than one method of consultation will be necessary to ensure comprehensiveness and representativeness. Consultations are a powerful tool that enriches and shapes government policies such as the Integrated Development Plans (IDP) and its implementation in Local Government sphere.

2.15.2 Setting Service Standards

This principle reinforces the need for benchmarks to constantly measure the extent to which citizens are satisfied with the service or products they receive from the government department. It also plays a critical role in the development of service delivery improvement plans to ensure a better life for all South Africans. Citizens should be involved in the development of service standards.

Required are standards that are precise and measurable so that users can judge for themselves whether or not they are receiving what was promised. Some standards will be a long process, such as the length of time taken to authorize a housing claim, to issue a passport or identify document, or even to respond to letters and to arrive at a crime scene.

To achieve the goal of making South Africa globally competitive, standards should be benchmark (where applicable) against those used internationally, taking into account South Africa's current level of development.

2.15.3 Increasing access

One of the prime aims of Batho Pele is to provide a framework for making decisions about delivering public services to the many South Africans who do not have access to them. Batho Pele also aims to rectify the inequalities in the distribution of existing services. Examples of initiatives by government to improve access to services include such platforms as the Gateway, Multi-Purpose Community Centers and Call Centers.

Access to information and services empowers citizens and creates value for money and quality services. It reduces unnecessary expenditure for the citizens.

2.15.4 Ensuring courtesy

This goes beyond a polite smile, “please” and “thank you”. It requires service providers to empathize with the citizens and treat them with as much consideration and respect, as they would like for themselves.

The public service is committed to continuous, honest and transparent communication with the citizens. This involves communication of services, products, information and problems, which may hamper or delay the efficient delivery of services of promised standards. If applied properly, the principle will help demystify the negative perceptions that the citizens in general have about the attitude of the public servants.

2.15.5 Providing Information

As a requirement, available information about services should be at the point of delivery, but for users who are far from the point of delivery, other arrangements will be needed. In line with the definition of customers in this document, managers and employees should regularly seek to make information about the organization, and all other service delivery related matters available to fellow staff members.

2.15.6 Openness and Transparency

A key aspect of openness and transparency is that the public should know more about the way National, Provincial, and Local government institutions operate, how well they utilize the resources they consume, and who is in charge. It is anticipated that the public will take advantage of this principle and make suggestions for improvement of service delivery mechanisms, and to even make government employees accountable and responsible by raising queries with them.

2.15.7 Redress

This principle emphasizes a need to identify quickly and accurately when services are falling below the promised standard and to have procedures in place to remedy the situation. This should be done at the individual transactional level with the [public, as well as at the organizational level, in relation to the entire service delivery programme.

Public servants are encouraged to welcome complaints as an opportunity to improve service, and to deal with complaints so that weaknesses can be remedied quickly for the good of the citizen.

2.15.8 Value for Money

Many improvements that the public would like to see often require no additional resources and can sometimes even reduce costs. Failure to give member of the public a simple, satisfactory explanation to an enquiry may for example, result in an incorrectly completed application form, which will cost time to rectify. Public Services should be provided economically and efficiently in order to give you the best possible value for money.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter elucidates the research approach, design and method that the study followed in evaluation of the transformation process within the South African Police Service in the Capricorn District Municipality in Limpopo Province. Explanation on the collection of data, the sampling procedures, and the analysis of the collected data are made in this chapter. According to (Bryman 1995: 271) *the* primary purpose of evaluation research, among others, is to discover whether and how well objectives are being fulfilled and to determine the reason for specific success and failure.

Evaluation research can be directed at measuring the effectiveness of existing service delivery (Rubin and Babie, 1993:545). De Vos (1998:365) posits that program evaluation as a “mere” programme evaluation assumes the prior existence of a programme or intervention designed and developed by someone else.

Evaluation research is widely used type of applied research that addresses the question. “Did it work”? Smith and Glass (1978:31) defined evaluation as the process of establishing value judgments based on evidence. Evaluation research measures the effectiveness of a program, policy, or way of doing things.

3.2 RESEARCH APPROACH AND DESIGN

3.2.1 RESEARCH DESIGN

The study by Brynard and Hanekom (1997:27) identifies that Research Methodology deals with how to collect data and the processing thereof within the frame work of the research process. Kerlinger (1997:279) clearly indicate that a research design is a plan, structure and strategy of investigations to research questions or problems. The plan is the complete scheme or program of research. It includes an outline of what the investigator will do and the operational implications to the final analysis of data.

The study involved both the qualitative and quantitative dimensions. The quantitative part entailed structured questionnaire and the qualitative components made use of statistical reports, observations and unstructured interviews with the members of South African Police at identified police stations. In this study the focus is on the evaluation of the transformation process with the hope that at the end of the research assists in the improvement of service delivery and decision-making within the South African Police Services, Capricorn District Municipality in Limpopo Province.

De Vos (2005:364) highlights the inseparability of quantitative and qualitative methods by maintaining that “it is important to recognize”. On the other hand, Harrison (1994:413) asserts that technical quantitative and qualitative methods are inextricably intertwined. They are indeed two different perspectives, but each perspective exists only artificially in the sense of being manufactured – rather than as an independently existing natural entity”. De Vos (2005:369) clearly indicate that “quantitative studies require good bit of speculative, intuitive searching for the “glue” that holds constructs together”.

Therefore qualitative research method involves in-depth understanding of human behaviour whereas quantitative research method relies on analysis of numerical or quantifiable data; this means that the former is exploratory whilst the latter is conclusive.

For the purpose of the studying in question, both qualitative and quantitative methodologies were applied. The researcher holds a strong belief that they are directly and indirectly involved with research project. One approach deals with raw statements made by people (qualitative) while the other one's point of departure (quantitative) is the analysis of the cause and effects of the raw materials (statements) made by people in their natural settings.

3.2.2 QUALITATIVE METHODOLOGY

This methodology allows looking at settings and people holistically. It also studies people in the context of their past and the situation, in which they find themselves. Findings from Filstead (1990:6) clearly indicate that qualitative methodology allows the researcher to obtain first hand knowledge about the social world and experience of people in poverty. It also develops the analytical, conceptual and categorical components of explanation from the data itself.

3.2.3 QUANTITATIVE METHODOLOGY

This includes singular, unambiguous interpretations, which are aimed for thorough precise operationality of variables, accuracy in data collection (Mikkelsen, 1955:12). The method helps the researcher to be at the same level of understanding with the participant and the research becomes more practical.

3.2.4 QUESTIONNAIRES

A questionnaire is a formalized schedule for collecting data from respondents so that it can meet the aim of the research, accurately reflects information on the topic of study and be practicable given, available time and resources (Centre for Science Development, 1993).

The questions are open-ended, not closed and the interviewees complete and attach supporting documentation if available to augment their response where necessary. In this regard, Bless and Higson Smith (1977:12) asserts that questionnaires must be presented to each respondent in exactly the same way to minimize the role and influence of the interviewee and to enable a more objective comparison of the results.

According to Leedy (1993:134), a questionnaire is the instrument to probe data beyond the physical reach of the observer. A questionnaire is an interview on paper, and not a form that has to be completed. In these study self-administered questionnaires used in purposive or judgmental sampling was more appropriate in order to obtain the views of the participants. Open-ended questions methodology was selected to measure implementation of Batho Pele Principles, equity personal strength and gender equality to check and measure whether women are fully represented in top-management echelon and other previously disadvantaged groups. In addition, face-to-face interviews with police station management followed by stakeholder survey will be conducted in-depth.

3.3 AREA OF STUDY

The study was conducted in the Limpopo Province in the Capricorn District Municipality. An evaluation of the transformation process within the South African Police Service is the focus of the study. The SAPS in Limpopo is committed to achieving the vision and mission of SAPS by focusing on the key departmental objectives which include the following:

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

The SAPS exercise control and manage the service in terms of structures, resources, development, administration, and operations. Pro-active policing is provided to discourage the occurrence of all crimes, especially crimes against women and children, serious and violent crimes, and organized crimes in the Province.

These objectives are aligned to the police objectives as provided in Section 205 of the Constitution of RSA 1996. Capricorn District Municipality is one of the Municipalities located within Limpopo Province.

Six (6) police stations, namely, Police Station 1, Police Station 5, Police Station 4, Police Station 2, Police Station 3 and Police Station 6 demarcated under Capricorn District were identified for the study. The SAPS Station Commissioners who were appointed between 2009/10 financial years participated in the study as respondents. The distance between each police station is 40km-60km apart. These police stations are all clustered under the Capricorn District Municipality. Stakeholder survey was conducted at the policing precinct of the above police stations.

Figure 3.1

Map of Limpopo Province highlighting Capricorn District Municipality:-



These police stations were selected because some of them were before amalgamation situated in the former homeland of Lebowa while others were within the central government. They therefore represented advantaged and disadvantaged communities. They are today expected to be operating at the same level, and using the same systems and programmes since integration of the different police forces into the New South African Police Service in 1993.

Participants were willing to share their best experiences and the information with the researcher. In this study, because of limited time and cost, six-policing precincts were selected for interviews with the researcher. As clearly stated by Hysamen (1994:12), it is usually not practically and economically feasible to

involve all members in a research project.

3.4 POPULATION

According to Welman, Kruger and Mitchell (2007:15) population is the study object and consists of individuals, groups, organizations, human products and events, or the conditions to which they are exposed. This study is constituted by six SAPS station commissioners within Capricorn District Municipality in Limpopo Province. Six CPF chairpersons at each police station were interviewed, and about 30 complainants who visited the sampled police stations to report complaints formed part of the study.

3.5 DATA COLLECTION

The ultimate goal of scientific research is to generate factually correct or valid information. Whether it is for the purpose of describing, explaining or predicting a phenomenon, the underlying motive has, through the ages, been the same (Bless and Higson-Smith 1995:3). In doing so, all evaluative research involves one or other form data collection.

The purposive or judgmental sampling methodology was used. Individual interviews were held with the Station Commissioners of various police stations through the use of well structured questionnaires subsequently unstructured interviews were also conducted with station management officials who deal with specific section or subcomponent of the same police station; e.g., Human Recourses Manager who is responsible for Equity Plan of the station concerned.

According to Kruger, Welman and Mitchell (1995:165), there are three types of interviews: namely structured, semi-structured, and unstructured interviews. In a structured interview, the interviewer puts a collection of questions from a previously compiled questionnaire, known as an interview schedule, to a respondent face to face and records the latter's responses. To maintain uniformity, the interviewer is restricted to the questions, their wording, and their order as they appear on the schedule, with relatively little freedom to deviate from it. Both structured and unstructured interviews were followed in this study

except semi-structured techniques.

Welman, Kruger and Mitchell (1995:166) contend that unstructured interviews are formal and are used to explore a general area of interest in-depth. There is no predetermined list of questions to work through in this situation. The interviewee is given the opportunity to talk freely about events, behavior, and beliefs in relation to the topic. Individual unstructured interviews were also held with station management officials who were present when the research was conducted as additional informants who were pointed out by the initial interviewees (Station Commissioners). Only twelve (12) interviews were conducted as the saturation point (Welman, Kruger and Mitchell, 2001:62). A checklist which was constituted by open-ended questions was used in the interview.

Data collection during this qualitative phase was sought to capture the full diversity of views and practices, and were sustained until all ambiguities had been clarified and no additional information was forthcoming, indicating saturation (Welman, et al 2001:62). Depending on circumstances, interviews were documented and recorded on the questionnaire, written down by hand or typed on the computer and printed as hard-copy structured questionnaire (see Appendix A).

The Secondary data were documented using different sources of information, which include the White Paper on the Transformation Act, Affirmative Action, Policies, National SAPS Directives, Public Administration journals, as well as the South African Police Act. The researcher relied on his expert judgment to select units that are representative of the police stations. The general struggle was to identify important sources of variations in the police stations. The strength in selecting these techniques is that the researcher is more knowledgeable about the population sample chosen. The sample was systematically purposive whereby the Station Commissioner of each police station was chosen to be

interviewed through structured questionnaire as part of the sample.

The questionnaire consists of the following sections:-

- Biographical information (Section A)
- Opinion and perceptions of police members on transformation of SAPS (Section B) see appendix A.

3.6 DATA ANALYSIS

Data analysis is the process of bringing meaning to the mass of collected data (De Vos, Strydom, Fouche and Delport 1963). Both qualitative and quantitative data analysis techniques were used. Responses from stakeholders and individuals interviewed were analyzed by using content analyses and qualitative techniques. The qualitative Section of the data concerned the analysis and interpretation of the texts involving reduction of the information through scanning.

The reason for the limitation is due to the fact that other Province did not have the so-called Bantu-Stan and Homeland policing agencies. On the other hand, the Capricorn District Municipality is composed of both rural and urbanized policing precincts.

The researcher deliberately selected these police stations because they contained a mixture of previously advantaged and disadvantaged communities and homeland areas to maintain the balance of transformation. Hollard in Bayat and Meyer (1994:204) contend that affirmative action is necessary to redress past imbalances in which the public service was ran under the principles of race, nepotism, cronyism, and patronage. This sentiment is shared by Schwella, Fox Burger and Muller (1996:90) of themes and was concluded by re-integration of the information into a model. Data eradication involved multiple scanning (Henning, 2004:104; Neuman 2000:293). This started by reading the text several times to become familiar with their context. The first level of scanning consisted of the categorization, labeling of words and sentences with similar meaning.

Second level of data analysis involved the grouping of smaller number of themes and seeking for relationships between these themes through the identification of patterns. The next step consisted of the interpretation of the themes and patterns by seeking for explanations in the form of mini theories, which were developed by memorandum writing. The last – step encompassed the integration of the mini theories in an explanatory frame work or model (Fouche et al, 2001:55). The quantitative section was analyzed by the use of a computer whereby descriptive statistics was produced with the help of SAPS statistician. Ordinary Spread Sheet, Micro Soft Excel and Corel Draw programs were used.

3.7 ETHICAL CONSIDERATION

At its simplest, ethics is what people agree on about right and wrong and good and bad. In this study, authorization to conduct the research was granted by the National Commissioner of SAPS through the office of Provincial commissioner (see Appendix B and C). Babbie (2001:18) posits that ethics is a matter associated with morality, which is a matter of right and wrong. Participants were informed that they have the right to withdraw from the study at any time. The respondents are assured of their privacy, anonymity and confidentiality. The results of this study will be used for policy and public administration research, by policy makers and managers of public programmes to change policy, develop new policies and programmes, or to discontinue others. The project goal and method were clearly outlined.

3.8 LIMITATIONS

The main limitation of the study is that it is confined to Limpopo Province. The purpose of the study is to focus on issues related to the role of the police within the constitutional order, their legitimacy and the delivery of an effective, efficient and economical service to the public. The SAPS is a National Department, but the study covers only SAPS within the Limpopo Province at the Capricorn District Municipality.

The researcher has put more emphasis on police stations that were previously advantaged and disadvantaged to maintain the balance. Hillard in Bayat and Meyer (1994:204) contends that affirmative action is necessary to redress past imbalances in which the public service was ran under the principles of race, nepotism, cronyism, and patronage. This sentiment is shared by (Schwella, Burger and Muller, 1996:90).

CHAPTER 4

RESULTS AND DISCUSSIONS

4.1 INTRODUCTION

The results in this chapter are based on the contributions made by the six police (6) stations that were selected through identified analysis of the data collected with the techniques described in the previous Chapter (Chapter 3) and on the research questions in Chapter 1.

The findings in this chapter provide insight for policy makers (Legislative) in addressing the basic needs of the South African Police Services. The White Paper on Transformation and Service Delivery objectives with regard to the right of accessing security and protection by all as provided for in the Bill of Rights in the Constitution of the country.

The results of this study was confined to Limpopo Province and a sample in the district of Capricorn Municipality (six) (6) police stations were identified for the study, and a sample of closed and open-ended questionnaires were administered to Station management and stakeholders seeking information on the following identified five variables:-

- Batho Pele Principles
- Visible Policing
- Location of Police Station
- Efficiency in reporting to complaints
- Resource Capacity

4.2 IMPLEMENTATION OF BATHO PELE PRINCIPLES

4.2.1 OVERVIEW

The White Paper on Transformation on Public Service Delivery introduced a new approach to service delivery. This approach reorients the service in the customer's favour. It is an approach that puts the people first and enables the citizenry to hold public servants to account on the service they render. The South African Police Service is expected to implement eight Batho Pele principles that are a programmatic expression of this change in service delivery like any other government department. The Batho Pele Principles have already been dealt with in Chapter 2 of this study and they are; consultation, service standards, access, courtesy, information, redress, openness, transparency, and value for money. The implementation of these principles in the SAPS is at the core of transforming the organization from an authoritarian, top down police force to a democratic community oriented police service.

4.2.2 APPLICATION OF THE VARIABLE

This study attempts to evaluate and assess progress in the implementation of the Batho Pele principles in the six (6) sampled police stations. The study exposed the depth of knowledge and understanding of these principles at station level. It included applicability of the principles in the planning and actual delivery of service to communities. This study, for example, has measured whether the police officials treat the members of the public with courtesy, supply feedback information to the victims and complaints on the progress of cases which were opened or the police stations have suggestion boxes with a view to receive complaints from aggrieved members of the public.

4.2.3 ANALYSIS AND FINDINGS ON THE CONSULTATION PRINCIPLE

Ninety four percent (94%) of the police stations do run Community Police Forums (CPF), Sector Policing and Rural Safety Meetings as far as consultation principle is concerned. These police stations are Police Station 1, Police Station 6, Police Station 4, Police Station 3, and Police Station 2. They conduct Crime Awareness Campaigns, visits to Traditional Authorities and schools and have functional community policing forums. Police Station 5 does not have a functional community policing forum and does not engage in community outreach programmes.

4.2.4 SERVICE STANDARDS PRINCIPLE

As for the Principle of Service Standards twenty seven percent (27%) of the police stations are found to have established service standards. Those are Police Station 1 and Police Station 3. The police stations were measured on the process of setting the service standards in their community service centre and on adherence to the standards when carrying out their duties. Here are some of their service standards, e.g.:-

- Community Service Centre telephone shall be answered within three rings.
- Complaints will be attended within 24 hours after registration of Case Dockets.

In contrast seventy three (73%) of the police stations in the study are found to not have set service standards such as Police Station 6, Police Station 5, Police Station 4, and Police Station 2.

4.2.5 ACCESS PRINCIPLE

As for the access principle, about ninety four (94%) of the sampled police stations are found to have met the requirements. These stations include Police Station 1, Police Station 3, Police Station 2, and Police Station 5. They are found to have functional sector policing, directional boards, accessible to people with disability. Some have satellite police stations which help them in reaching their furthest communities. These police stations were all expected to have erected ramps for the easy access by physically challenged individuals. Police stations like Police Station 6, Police Station 4 were found not to meet the requirements for the access principle for not having directional boards and ramps for physically challenged individuals; these stations make only 6% of the police stations under review.

4.2.6 COURTESY PRINCIPLES

As for courtesy principle, 83% of the police stations in the study are found to have met the requirement for the principle; those police stations are Police Station 2, Policing Station 1, Police Station 6 and Police Station 3. Seventeen percent (17%) of the police station under study is not complying with the courtesy principle. Those are Police Station 4 and Police Station 5, and there are no Victim Empowerment Programmed facilities at these police stations.

4.2.7 INFORMATION PRINCIPLE

In regard to information principle, it was found that hundred percent 100% of the police station in the study met the requirements. The requirement is that the community is entitled to get full, accurate, and up to date facts about the services. Information should be provided at service points and in local media and languages. Contact Numbers and names should appear in all departmental communications. All six police stations under the study met such met

requirements. The following were measured under this principle, accessibility to the Station Commissioner's cell phone numbers, the name tags, marked vehicles, sharing of information with the public during CPF meetings and appointment cards.

4.2.8 REDRESS PRINCIPLE

The requirements pertaining to this principle is that mechanism for recording any public dissatisfaction will be established and all staff will be trained to handle complaints efficiently. The public should receive regular feedback on the outcomes. If the promised standard of service is not delivered, they should be offered an apology, a full explanation and a speedy and affective remedy. In this study, the following five (5) police stations did meet the redress requirements in terms of utilization of suggestion boxes: Police Station 1, Police Station 5, Police station 4, Police Station 3, and Police station 2. Police Station 6 did not meet the requirement for suggestion boxes. Out of six (6) police stations under the study, some did not meet requirements of having updated public complaints register, kept at community service centres (charge office). They are Police Station 5, Police Station 3 and Police Station 4.

4.2.9 OPENNESS AND TRANSPARENCY PRINCIPLE

As for the openness and transparency principle, it was found that 100% of the police stations under study do implement the principle, by displaying their operational plans, duty lists, and particulars of senior officials. Citizen's report to public through Legislature and their administration was found to be an open book.

4.2.10 VALUE FOR MONEY PRINCIPLE

It was found that 88, 9% of the police stations did not meet the requirements for the value for money principle such as Police Station 3, Police Station 2, Police Station 1, Police Station 5 and Police Station 4. Whereas about 11, 1 % of the police stations are found to be meeting the requirements of value for money, vehicles are under utilized because of insufficient drivers, and, members are not

trained in the correct formulation of charges.

The principle requires that public services should be provided economically, efficiently, and effectively in order to give the public the best possible value for money.

4.3 EFFICIENCY IN RESPONDING TO COMPLAINTS AND RELATIONSHIP WITH COMMUNITIES

4.3.1 DEFINITION OF THE VARIABLE

The service delivery processes of the police stations are triggered by walk-ins at the Community Service Centre and telephone calls for assistance or complaints in most of cases. Given the fact that calls for assistance of the police are characterized by urgency, distress due to the need for protection, safety and the life and death nature of situations they face the efficiency of police in responding to this calls is critical. It is the primary basis on which the community measures the extent to which a police station is able to provide for their safety and security needs.

It also has a bearing on whether a particular police station will have good relations with a community or not. The efficiency in response to calls for assistance also impacts on the quality of services a police station will offer since most of this call leads to investigations. This requires co-operation of the community through provision of information and the protection of the crime scene from contamination.

4.3.2 APPLICATION OF THE VARIABLE

Section 195(1) of the Constitution of South Africa Act, 108 of (1996) amongst others stipulates the following principles that should inform Public Service Delivery Service: impartially, fairly, equitably and without bias. The people's needs must be fostered by providing the public with timely, accessible, and

accurate services.

It is within this context that the following questions were asked in order to critically assess the response time of SAPS in the Capricorn District Municipality with regard to reported complaints and requests for intervention:-

- What are the views of the communities with regard to police response time to crime scene?
- What is the relationship between the police and the community?

4.4 SUMMARY OF POLICE STATIONS IMPRESSION ON RESPONSE TIME FROM A COMMUNITY PERSPECTIVE

4.4.1 Police Station 1

Stakeholder's survey asserts that the police's response time is not satisfactory and there is a lack of feedback on reported cases. The relationship with the community is poor. Example-a girl from Block -E's family was once shot with a live bullet during a protest at Turf loop, University of Limpopo, and the girl is now permanently paralyzed. This situation had impacted on community relationship with the Police Station 1.

4.4.2 Police Station 2

Stakeholders report at Police Station 2 on their views regarding police's response time shows that the situation is not satisfactory because of the vastness of the policing precinct. The police station needs a satellite police point at Maja – Chuene area and Mphahlele area. Response time is, therefore, rated as poor.

4.4.3 Police Station 3

Stakeholders report reveals that response time are poor, and policing community relationship is also poor. This is caused by poor road conditions and lack of proper infrastructure. The need to utilize 4X4 vehicles at certain areas within their policing precincts exists.

4.4.4 Police Station 4

The survey report maintains that response time is poor, whereas the relationship with the community is also poor. Farm owners do not co-operate with the police. The relationship with the Station Commissioner is not satisfactorily.

4.4.5 Police Station 5

Stake holder's survey clearly indicates that due to distance between police station and community residents the response is always poor and the relationship with the community is equally poor.

4.4.6 Police Station 6

Stakeholder's survey shows that due to distance between police station and community residents, the response is always poor and relationship with the communities is also poor.

4.4.7 FINDINGS RESPONSE TIME

In light of the information and data collected above it is evident that the majority of the stakeholders are not satisfied with the police's response time. Out of the six (6) sampled police stations, none was found to be postulating anything positive with regard to police response time, none of the police station was rated well by stakeholders.

4.4.8 COMMUNITY RELATIONSHIP

Members of the community through respective stakeholders have rated the relationship between the community and the police poor. This is supported by the fact that out of six (6) police stations sampled, all have rated their relationship with the police as not satisfactorily. Therefore, the results are 100% poor police community relation.

4.5 VISIBLE POLICING

4.5.1 DESCRIPTION OF THE VARIABLE

According to the National Crime Prevention Strategy (NCPS) (1996), crime prevention focuses on the prevention of crime at an early stage, i.e., it is an intervention aimed at removing the causes of crime and condition conducive to crime before it manifests in unlawful conduct and becomes a police responsibility.

The White Paper on Safety and Security (1999-2004) defines Crime Prevention as “all activities which reduce, deter or prevent the occurrence of specific crime, firstly, by attiring the environment in which they occur; secondly, by changing the conditions that are thought to cause them; and thirdly, by providing a string deterrent in the form of an effective justice system “. From this definition it is clear that the police together with other role-players within the Criminal Justice System are expected to put in place deterrents to crime as one of the strategies for crime prevention.

The objective of the programme for visible policing within SAPS is to discourage all crimes through providing a proactive and responsive policing service that will prevent the rate of prioritized crimes from increasing.

Visible policing to the lay man implies increased appearances of police, in their vicinity, where crimes are prone to occur, where it serves as a discouraging act for the perpetrators to carry out their unattended unlawful acts

4.5.2 APPLICATION FOR THE VARIABLE VISIBLE POLICING

The study has attempted to establish the state of visible policing at police stations that were sampled and their impact on crime levels within the precincts. The SAPS provides guidelines on how visible policing activities should be implemented at station level; namely, sector policing, community policing and victim empowerment, amongst other stipulated programmes.

The need for more activities on visible policing in South Africa, and particularly in the Limpopo Province, is further intensified by the vastness of station policing areas combined with the unrevised borders of police stations since the advent of democracy. Former police stations that served white communities still continue with their limited policing precinct; example, Police Station 4, Dendron SAPS now called Police Station 4, while the former stations that served black communities are stuck with increasing policing precinct as more and more scant settlements develop around those police stations.

This section of the study has looked at the following aspects of visible policing:-

- Sector policing is the division of policing precinct into a smaller manageable particles, each sector is allocated a manager that provides policing services to the communities. Implementation of sector policing according to National Guidelines goes through Phase 1 to 5, with Phase 1(one) being the division of the station into sectors, Phase2 (two) is the allocation of Sector Managers, phase three (3) is the profiling of the sector, phase four (4) is the establishment of sector teams, and phase five (5) is the implementation of activities. This concept was introduced in the year 2006, and there are no time frames on the completion of phases.

- Provision of adequate services to victims of crime is an important part of the work done by the police. Victims of crime also suffer from violation of their human rights, and this should be taken into consideration through all

the steps of the Criminal Justice System.

- The concept of community policing is relevant to the study since it brings an element of transformation by bringing the police and the communities together in problem solving. They identify the causes of crime together, and find ways of solving them together. There is a creation of sensitive and user friendly police stations, respect for the rights of the accused and the upholding of the Batho-Pele Principles in delivering police services to communities. There is community consultation and enhancement of human and public relations.

4.5.3 SECTOR POLICING

Findings on the 6 (six) sampled police stations revealed that all have made a start with the introduction of sectors within their precincts. Fifty percent (50%) of the police stations; that is, Police Station 1, Police Station 2 and Police Station 3 have divided their areas into four sectors; 10% of the police stations (that is in Police Station 5) have divided its policing area into three sectors. Forty percent 40% of the police stations, (that is, Police station 3 and Police Station 4) have not yet started with establishment. The latter two stations are former homeland Bantustans and farm station serving rural and farming communities.

The stations that are implementing sector policing are all operating sectors on a part time basis; e.g., the sector does not operate 24 hours. This is a major limitation on service delivery.

4.5.4 VICTIM SUPPORT

The first part of entry for victims of crime is the police station through the Community Service Centre (CSC). It is imperative that the reception these victims receive sets them at ease and reassures them of their importance and dignity.

Some of them would be victims of social crimes and needing to be treated with respect, dignity, and privacy. Police stations are expected to have equipped victim support facilities to cater for these victims. In the sampled six (6) police stations victim empowerment centers are found in 30% of the stations; viz, Police Station 1 and Police Station 3.

These Victim Empowerment Centres all have trained volunteers and police officials attached to CSC trained in VEP. Further 70% of the stations, that is Police Station 3, police station 5, Police Station 5, and Police Station 4 make use of victim support rooms with trained police officials.

4.5.5 COMMUNITY POLICING FORUMS

Amongst the six (6) stations sampled, it was established that Police Station 4 and Police station 6 do have station forums, but do not have sub forums. They do not hold regular meetings of their own, and there are no minutes from them. Police Station 6 is not representative enough in their CPF because the white community which is predominantly made up of farmers do not have a good relationship with the police station. Police Station 3 also experiences the same problem as Police Station 4: white farmers do not want to co-operate with the local police station. On the other hand, the remaining four (4) police stations have functional CPF's and also functional and effective sub-forums.

A major challenge of the Community Policing Forums is lack of transport to cover all their areas of operations; the police do not always have vehicles readily

available to transport CPF members to all their functions and activities. The transformation of CPF members by the police also compromises their independence as they are sometimes viewed as an extension of the SAPS. Another challenge, although at smaller scale, is the understanding of their roles as members of the CPF against the work of the SAPS.

CPF, consider themselves as members of the SAPS to do as they would wish, at any time. Community Police Forums that are fully functional, effective and well resourced are those that are in rural areas but are well structured even when they lack some resources. Police Station 5 and Police Station 3 are examples of these stations.

4.6 LOCATION OF CURRENT POLICE STATIONS

4.6.1 DESCRIPTION OF THE VARIABLE

Infrastructure provision is control to service delivery of policing services to communities. Police stations are the first line of contact in terms of responding to complaints by communities and are offering general safety and security services. Their location is a critical factor to determining the extent to which SAPS can fulfill its mandate. The location of police station in this study refers to the policing area, kilometer radius, and physical location in relation to population concentration with regard to racial patterns.

Within this context, the study demonstrates that the transformation of SAPS with special focus on the location of police stations and the establishment of “satellites” clearly presents challenges faced by both rural communities in the Capricorn district.

4.6.2 APPLICATION OF VARIABLE

The assumption of this study is that police stations should be within a reasonable reach of the constituencies they serve without necessarily confining the accessibility in terms of the distance to be traveled by members of the community. Example, the station should be within reasonable walking distance – less than 30 minutes walk.

The above mentioned benchmarks facilitate reasonable access to the station from the community point of as well as the point of view of a particular police station that would respond to a call out of reported complaints. Although more scientific determination of such standards still have to be made, this study has utilized the above mentioned assumed benchmarks to pronounce on the accessibility of police stations to rural communities; hence their inability to offer services satisfactorily. This section of the study should be read taking into consideration stakeholders responses to the Batho Pele and efficiency in responses to complaints survey reviews as presented. To demonstrate how apartheid infrastructure planning patterns have imposed service delivery limitations expressed through the location of police stations, the six (6) sampled police stations are tabulated according to Apartheid planning and the policing precincts per kilometers radius as follows:-

Table 4.1

STATION PRECINTS

NO	STATION	CONSTITUENCY ACCORDING TO APARTHAIED PLANNING	POLICING AREA PER KM
01	Mankweng	Township	951km ²
02	Lebowakgomo	Township	1700km ²
03	Zebediela	Farms	1791 km ²
04	Matlala	Villages	66 km ²
05	Mogwadi	Farms	1200 km ²
06	Senwabarwana	Villages	1377 km ²

4.6.3 ANALYSIS AND FINDING ON LOCATIONS OF POLICE STATIONS

The table above denotes the Apartheid pattern in terms of planning for policing infrastructure. The majority of the police stations were built to cater for business and residential needs of the white minority. That automatically left out the black majority that resides in the rural villages. For settlement closer to towns, special arrangements to build police stations were made. The current police station's boundaries are designed to include rural communities which were not previously served, and this imposes enormous pressure on their functioning and resources base. It is therefore difficult for the majority of the constituency served by these police stations to access services. This is also worse by the fact that the SAPS demarcations in the province are not aligned to municipal boundaries and are largely influenced by former apartheid determinations. There are situations whereby members of a community cannot report a crime at police station a street away but have to travel more than 20 kilometers to another station.

As a result, victims are unable to report incidents of crime to these police stations due to long distances they are required to travel. In most instances, these victims are without the necessary resources to pay travel fees. Due to vastness of areas that these police stations are supposed to service, the time it takes for a police vehicle to reach a crime scene or complaints place impacts negatively to resultant investigations as crime scenes gets tampered with and perpetrators get more time to commit and escape. These are also widespread complaints about poor visible policing in these areas.

4.6.4 SATELLITES AND MOBILE POLICE STATIONS

Poor location of police stations has resulted in the establishment of satellite police stations and mobile police stations as interim measures with a view to embark on a more comprehensive infrastructural provision that is in line with the transformation objective of broadening access and bringing service closer to the people. However, it is clear that these initiatives are not effective given complaints about poor response time and lack of feedback to complaints.

Mobile police stations rotate in a number of rural villages. It visits villages on prescribed days and times. But it also has some limitations. For example, it can only be accessed days after an incident, or crime occurred, resulting in the loss of evidence. Further more, it is not accessible at night.

Some satellite police stations found in the villages where the majority of the poor reside are ill equipped. They are merely administrative offices or “post offices” which refer all reported incidences to the main police station for further handling and investigations. In reality, the satellite police stations are merely the expanded community service centres of police stations. Essential service such as victim support rooms, investigation, referral services (medical examinations

and counseling) are offered at the main police station and not at satellite police stations where it matters most.

These interim measures have now become permanent features of the system with SAPS future infrastructural plans, trying to achieve a balancing act between providing police stations for rural communities and upgrading farm and town police stations.

The approach in this regard should be to prioritize areas where the majority of the people reside, since this is where police stations are needed most. This study has also pointed out that these areas have been deprived of police services due to Apartheid planning matters. The above depicted infrastructure plans does very little to redress the imbalances of the past.

This clearly demonstrates the slow pace of transformation while this plans reflects efforts to renovate few existing stations that are in a poor state. This does not, however, do justice to the increase in staff intake, resulting from the restructuring of Area Offices into accounting stations. It should be also noted that any upgrade of the existing stations does not bring about any meaningful change to our communities – the stations remain out of reach for these communities.

4.7 RESOURCE CAPACITY

4.7.1 DESCRIPTION OF THE VARIABLE

Serving on the front lines, police officers are a police station's core resource. Police work relies upon the judgment of officers and their ability to determine the appropriate response to a given situation. Citizen's interactions with individual police officers are a primary factor in shaping their perceptions of the quality of their local police station. Indeed, research indicates that informal contacts with the police can improve the citizen's perceptions of police job performance even when negative factors such as crime and disorder are present in their

communities.

With personnel playing this critical role, the processes of personnel selection, training, monitoring, and support are key to a successful police station. Good police management is therefore essentially good personnel management. Every police manager and supervisor shares in the responsibility for recruiting, developing, and retaining high-quality individuals.

Even if a police station fully understood its future personnel needs and could identify adequate numbers of appropriate personnel to fill the need, its ability to meet service management objectives is often complicated by budgetary difficulties.

4.7.2 APPLICATION OF THE VARIABLE

The Constitution identifies representativeness of the Public Service as one of the main foundations of a non-racist, non sexist and democratic society. The current employees of South African Police Services are appointed in terms of two legislative frameworks; i.e., the Public Service Act (civilian) and the South African Police Services Act (Police Officers). The White Paper on Affirmative Action (AA) is a testimony of the Government's commitment to transformation of the public service into an institution whose employment practices are underpinned by equity.

Stemming from the overarching vision for a modern and democratic Public Service that is set out in the White Paper on the Transformation of the Public Service, November 1995, all aspects of management are being comprehensively reviewed and transformed. This White Paper develops further the vision of Affirmative Action and builds on the framework and requirements of the Employment Equity Act which defines Affirmative Action as part of Government's broader employment equity strategy. The objects of the Employment Equity Act, Act 55 of 1998 are to achieve equity in the workplace.

4.7.3 ANALYSIS AND FINDINGS

The representation of women in management positions reflects an undesirable situation, considering the duration of which the Employment Equity has been promulgated. The White Paper on Transformation of the Public Service (1995) points out that representativeness is one of the main foundations of a non-racist, non-sexist and democratic society, as one of the key principles, driver and proponent of the democratically elected government. The White Paper (1995) emphasizes that Black people (Africans, Coloureds, and Asians) were excluded from all positions of influence.

Female participation in management jobs remains very low, with women significantly under-represented in senior positions and clustered in non influential and occupations that are segregated by gender. This reflects still a dominated territory. The South African Police Service, Limpopo Annual Report on 2006 shows a non-compliance in terms of transformation on the affirmative of women in decision making positions. Representatively, figures deteriorate when a reflection from the level of middle management is made. From middle management level there is an over representation of white males. Again this reflects the non compliance of affirming women categories to occupy the posts. The diagram below shows the way males are still over represented, being 75% of male and 25% of females. This assertion is depicted graphically below:-

Figure 4.1

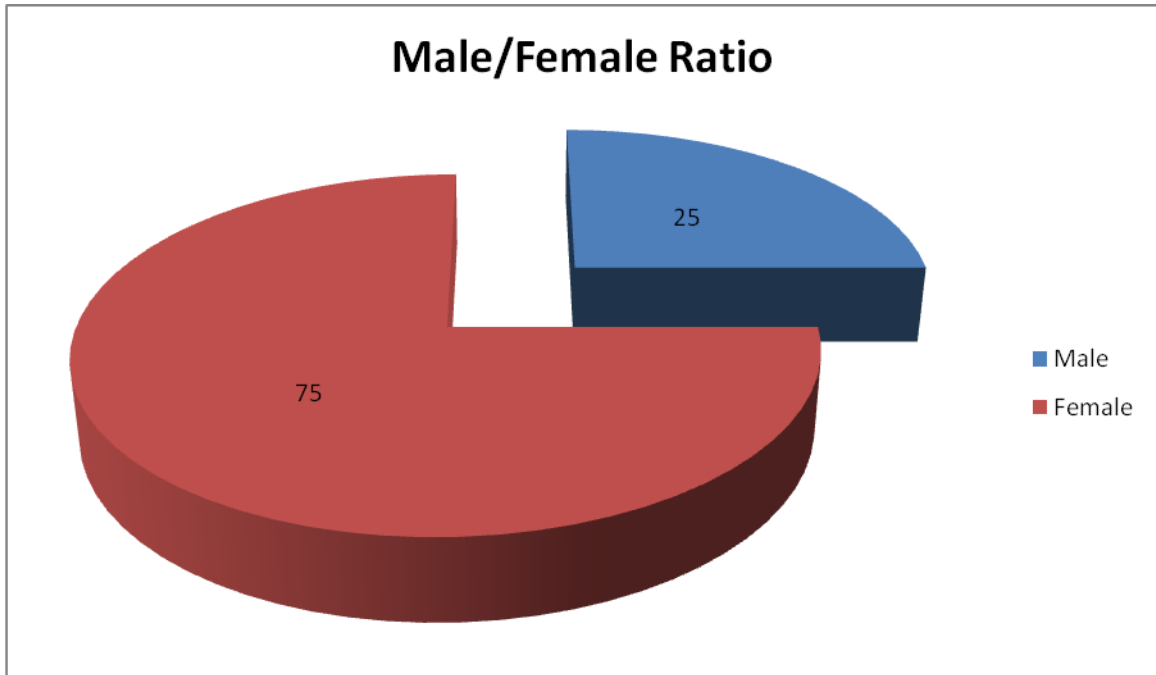
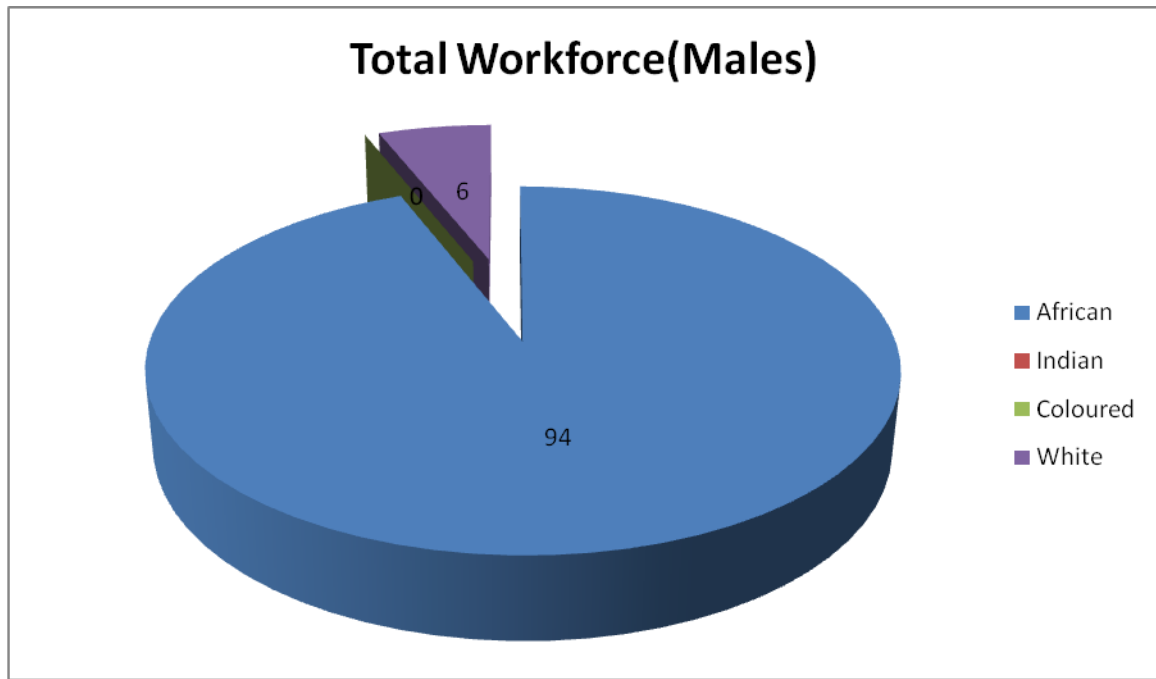


Figure 4.2



The SAPS Employment Equity dated 15 April 2007 for the period January-March reflects the following findings: The total workforce was 7777 African males, 15 Indian males, 28 Coloured males, and 505 white males. The number of female employees was as follows: African 2292, Indian 11, Coloured 23 and White 446. The total number of male employees was 8325 and 2772 for female employees.

This study review further looked at the representation of police officers in the identified police stations. The over dominance of male employees is further shown and women are relegated to no-core functions. A sample of the composition of gender representation is in the table below:-

Table 4.3

GENDER REPRESENTATION TABLE

NO	NAME OF STATION	POST FILLED	MALE	FEMALE
01	Mankweng	297	252	45
02	Lebowakgomo	53	46	07
03	Zebediela	53	40	13
04	Matlala	66	50	16
05	Mogwadi	42	34	08
06	Senwabarwana	53	46	07

CHAPTER 5

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The study revealed that the safety and security of all citizens ought to be the prime focus of SAPS. However, many SAPS officers interviewed are totally disallowed by the working conditions, lack of expertise, and perpetual absence of basic resources.

Disillusionment translates into poor service delivery on the one hand, and, on a more serious note, the erosion of authority and power, thus enabling criminals to engage in acts of crime with impunity. On the other hand, responses from members of the community on the services they receive from the SAPS in particular in efficiencies in responding to complaints and implementation of the Batho Pele Principles indicates that more focus should be placed on customer relations.

The SAPS must take full responsibility of the transformation process as an internalized and an integral part of its planning and development.

5.2 RECOMMENDATIONS ON THE IMPLEMENTATION OF BATHO PELE

It is recommended that the capacity building project that focuses on providing support to all police stations in the province on the following area be undertaken by the Department of Safety, Security and Liaison Jointly with the SAPS with the assistance of the Office of the Premier:-

- Workshops on the understanding, application and monitoring and evaluation of the implementation of the Batho Pele Principles.

- The Department of Safety, Security and Liaison must assist all police stations in the district to develop service delivery standards and service delivery improvement plans.
- The Premier's office must provide the necessary support to the police with regard to service delivery standard.

With regard to efficiency in responding to complaints and relationship with communities, the existence and functioning of community policing forums should be enhanced to include the development of a Complaints Management System with a well publicized and marketed procedure that is friendly to members of the community. Specific community relations oriented outreach projects should be implemented by community safety forums.

The Department of Safety, Security and Liaison should project management support and capacity to Community Police Forums in this regard. Possibility of this support including funding should be looked at by Treasury.

5.3 RECOMMENDATION ON VISIBLE POLICING

5.3.1 SECTOR POLICING

It is recommended that there should be full implementation of the Sector Policing throughout the district by the end of the financial year 2009/2010. These services should also be available 24 hours. Attention should be given to developing sector policing to the required levels.

5.3.2 VICTIM SUPPORT

Comprehensive Victim Support Services should be extended to all police stations in line with the Provincial Victim Support Plan that emerged out of the Provincial Victim Empowerment Summit.

- At least one (1) member in each relief must be trained on the principles and practical application of the Victim Empowerment philosophy.
- A record of training offered must be kept at Community Service Centre.

5.3.3 COMMUNITY POLICING FORUM

It is recommended that SAPS future infrastructural plans be amended to take into consideration service delivery limitations pointed in this study , and this includes:-

- Reviewing the permanent status of satellite police stations and making provision for fully fledged structures.
- That rural area should be prioritized in the provision of new police stations, with emphasis on those where members of the community have to travel the longest distances to a police station.
- That police stations boundary should be aligned with municipal demarcations as a matter of urgency.

5.4 RESOURCES CAPACITY ON RURAL REPRESENTATION

Progress on redressing racial imbalances in management levels should be intensified. The Department of Safety, Security and Liaison as overseer should monitor and report on the above mentioned to the legislature.

5.5 GENDER REPRESENTATIVE

It is recommended that SAPS management should work in earnest to achieve targets set by Department of Public Service and Administration (DPSA) on gender representativity that is 50% by 2010. Progress towards achieving this target should be monitored and reported on by the Department of Safety, Security and Liaison. This should include targeted skills development and

training programmes to prepare women to take up such responsibilities.

5.6 PERSONNEL CAPACITY

The Provincial SAPS Management should prioritize the allocation of requisite personnel as per resource allocation guide to police stations that are experiencing high level of crime. Recruitment drives to recruit reservists to augment personnel shortage and assist the police in regard to visible policing should be implemented.

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Dear Participant

I, Ngoako Charles Kgomokaboya, am currently doing research on the transformation process within the SAPS in the Capricorn District Municipality for my MPA at the Turfloop Graduate School Leadership. The research is being conducted in order to evaluate the transformation process and to establish if the SAPS comply with the Batho Pele principles. Your contribution to this study is extremely important to ensure the success of this project.

The questionnaire has been structured in such a way that it facilitates quick and easy completion. In trial runs, it was determined that it will only take 30 minutes to complete. Your task is to work through the questionnaire as quickly as you can, and answer the questions as accurately and honestly as possible. Full details are provided on how to complete the questionnaire.

The questionnaire consists of the following sections:-

Biographical information (Section A)

Opinion and perceptions of the public and police members on the transformation of SAPS Section (B)

Instructions on how to complete the questionnaire;

Read all questions or statements and answer all the questions

Use a black pen

Give your first and natural answer – try not to dwell too long on each question

Base your answers on how you have been feeling recently (the last 3 months), unless the question asks you to do otherwise.

QUESTIONNAIRE

**AN EVOLUTION OF TRANSFORMATION PROCESS WITHIN THE
SOUTH AFRICAN POLICE SERVICE IN THE CAPRICORN DISTRICT
MUNICIPALITY**

STAKEHOLDERS**SECTION A: BIOGRAPHICAL INFORMATION**

1. Indicate your gender

1 Male	2 Female

2. Indicate your race

African	1
Coloured	2
Indian	3
White	4

3. Indicate at which police station you work

Mankweng	1
Lebowakgomo	2
Senwabarwana	3
Mogwadi	4
Matlala	5
Zebediela	6

SECTION B: TRANSFORMATION IN THE SAPS

INSTRUCTIONS: Please cross the number that best identifies your response to each corresponding item.

	ITEMS	Strongly Agree	Disagree	Neutral	Agree	Strongly agree
1	Most police members fully understand what transformation means	1	2	3	4	5
2	Management has clearly explained the transformation objectives of the SAPS	1	2	3	4	5
3	Most police members support the transformation of the SAPS	1	2	3	4	5
4	Affirmative action has been an effective policy for the SAPS	1	2	3	4	5
5	There is enough racial representation throughout the SAPS	1	2	3	4	5
6	The police station does have an equity plan	1	2	3	4	5
7	the transformation of the saps has improved the effectiveness and efficiency of service delivery	1	2	3	4	5

8	Transformation of the SAPS led to a decline in crime in my police station 's area of jurisdiction	1	2	3	4	5
9	Transformation has improved working conditions in the SAPS	1	2	3	4	5
10	Transformation created a good future to look forward to working in the SAPS	1	2	3	4	5
11	The transformation process was successful in creating a culture of high performance, discipline and high morale amongst police members.	1	2	3	4	5
12	The transformation of SAPS led towards a positive attitude amongst communities living in the jurisdiction of the police station.	1	2	3	4	5
13	Transformation succeeded in creating a legitimate police service that is respected, trusted and	1	2	3	4	5

	supported by the public.					
14	Transformation created sufficient oversight structures and mechanisms to ensure police accountability and the protection of human rights.	1	2	3	4	5
15	SAPS are transformed into a professional law enforcement agency that support and uphold our democracy.	1	2	3	4	5
16	The police station has implemented a Service Delivery Improvement Programme (SDIP)	1	2	3	4	5
17	Facilitators and management at my police station were trained in SDIP methodology	1	2	3	4	5

QUESTIONNAIRE

AN EVOLUTION OF TRANSFORMATION PROCESS WITHIN THE SOUTH AFRICAN POLICE SERVICE IN THE CAPRICORN DISTRICT MUNICIPALITY

South African Police Service

SECTION A: BIOGRAPHICAL INFORMATION

1. Indicate your gender

1 Male	2 Female

2. Indicate your race

African	1
Coloured	2
Indian	3
White	4

SECTION B

OPINIONS SURVEY AND PERCEPTIONS ON THE SAPS COMPLIANCE WITH THE BATHO PELE PRINCIPLES

INSTRUCTIONS; Please cross the number that best identifies your response to each corresponding item

1. Strongly
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

CATEGORIES& ITEMS		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
CONSULTATION						
1	The police consult regularly through Community Police Forums, Sector Policing, Street Committees and Rural Safety Meetings	1	2	3	4	5
2	The police, the public,	1	2	3	4	5

	elected officials, government, business and other agencies work together in partnerships to combat crime and provide community safety.					
3	The police regularly visit school and youth center's to tell them about crime.	1	2	3	4	5
SERVICE STANDARDS						
4	The station has developed service standards with stakeholders, that is monitored and complied with by all police officials	1	2	3	4	5
4	I fell safe in my neighbourhood at night	1	2	3	4	5
5	The police is visible and patrolling my neighbourhood regularly	1	2	3	4	5
6	The SAPS should be totally trusted regarding its capacity to address crime.	1	2	3	4	5

7	I am willing to participate in a Community Police Forum to assist the SAPS in crime prevention	1	2	3	4	5
8	I observed a written vision/mission statement on customer satisfaction in the police station.	1	2	3	4	5
9.	There is general satisfaction with the service at the police station/Community Service Centre (SCS) in my area.	1	2	3	4	5
10	The police officials are available at all times and assist without delay.	1	2	3	4	5
11	Police officials open dockets and take statements accurately and error free	1	2	3	4	5
12	Police members give regular feedback on progress of investigations	1	2	3	4	5

ACCESS						
13	All the police stations are open and functional 24 hours a day	1	2	3	4	5
14	The police station is clean, tidy and well-maintained.	1	2	3	4	5
15	I know where to go to get help from the police.	1	2	3	4	5
16	The police station has got a comfort room or victim support centre for victim support.	1	2	3	4	5
17	There are sufficient directional boards from the main roads indicating the location of my nearest police station.	1	2	3	4	5
18	The police station in my area is acceptable to people with disability and the elderly (for example erected ramps).	1	2	3	4	5

COURTESY

19	Police members treat people with respect, kindness and empathy.	1	2	3	4	5
20	Police members do not discriminate against anyone regarding race, gender or anything else.	1	2	3	4	5
21	Police officials always greet and introduce themselves.	1	2	3	4	5
22	Police members are trained to provide trauma counseling to victims of crime.	1	2	3	4	5
23	The behaviour of police officials instills confidence in the public.	1	2	3	4	5
24	Police officers are polite and always friendly in helping people.	1	2	3	4	5
25	Police members have good communication skills.	1	2	3	4	5

INFORMATION

26	The CPF use pamphlets, posters and newspapers to inform community members of the services rendered by SAPS	1	2	3	4	5
27	Help lines are available where members of the public can communicate with the police	1	2	3	4	5
28	Police officials are always ready to inform the public on	1	2	3	4	5
29	Police officials inform customers	1	2	3	4	5
30	Through CPFs the public informed on all matters affecting the police station in my area.	1	2	3	4	5

OPENNESS AND TRANSPARENCY

31	An information directory of all police officials responsible for certain functions is displayed and clearly visible for the public	1	2	3	4	5
32	The name of the station commander is clearly displayed at his/her office.	1	2	3	4	5
33	Police officials wear name tags to identify themselves	1	2	3	4	5
34	The public has access to administration of the SAPS as open book	1	2	3	4	5
35	The SAPS has explained their process to ensure that clients have access to information they are entitled to.	1	2	3	4	5

REDRESS						
36	The SAPS handles all complaints sympathetically and positively.	1	2	3	4	5
37	Community Police Officers (CPOs) are always available to investigate complaints	1	2	3	4	5
38	All complaints against members of the SAPS are registered and followed up.	1	2	3	4	5
VALUE FOR MONEY						
39	The SAPS has sufficient staff and equipments, for example vehicles and weapons to combat crime	1	2	3	4	5
40	The services of SAPS provide taxpayers with good value for their money	1	2	3	4	5
41	SAPS need more resources such as personnel and equipments to increase their effectiveness.	1	2	3	4	5

42. What is your perception of and experience with the South African Police Service?
