

# **CHAPTER ONE**

## **GENERAL ORIENTATION**

### **A BRIEF OVERVIEW OF THE ORIGIN AND DEVELOPMENT OF MADADENI TOWNSHIP AND MADADENI POLICE STATION**

#### **1.1. INTRODUCTION**

Perception is the process of receiving, organizing, and assigning meaning to information or stimuli detected by our five senses (Etzel, Walker and Stanton, 2004:105). Through the formulation of perceptions and our experiences we are able to interpret or understand the world around us. In this study the researcher discusses the ‘‘perceptions of the residents on the police and policing of Madadeni in the post apartheid era’’, that is, after 1994.

In order to assist the reader to comprehend the extent of the development of the perceptions in the community on the police and the policing at Madadeni, the researcher will first briefly sketch out the history of Madadeni Township and the evolution of its policing. The researcher has throughout the study interviewed residents in order to ensure that the reader captures the historical development of Madadeni Township, Madadeni police station from 1968 to 2010 as well as the perceptions of the residents of Madadeni. The perceptions of the residents include that of the police who are also members of Madadeni.

Madadeni, as we know it today, was formerly known as Duckponds Township. In terms of policing it was part of the Newcastle area. It is important to understand the relationship between Newcastle and Duckponds in order to better comprehend

policing in this geographical area. The English name ‘Duckponds,’ which is a literal translation of the Zulu words ‘amachibi amadada’, was later changed to ‘Madadeni,’ meaning, the place of the ducks, which referred to the many ducks that were originally found on the ponds of the farm where they had been hatched (Annexure 1a). Duckponds was populated by ducks that were enjoying a free and undisturbed life prior to the influx of people in this area. Newcastle was founded first and Madadeni developed later about 18 kilometres east of Newcastle (Jele, 2008; M.E. Buthelezi, 2008 and Annexure 1b).

## **1.2. STATEMENT OF THE PROBLEM**

The perceptions of the residents at Madadeni about the police and its policing, as well as the attitudes that have developed amongst the police members, are, in the researcher’s view, negatively affecting service delivery in this area. These developments further underline the necessity to do research that will change the present situation. A pragmatically – oriented study through a qualitative approach, on what the police are doing at Madadeni, will assist those who occupy administrative positions to improve existing service delivery to the public through the possible implementation of the recommendations and findings emanating from this study.

## **1.3. RATIONALE FOR THE STUDY**

The police are operating in a dynamic environment in relation to legal issues, the behaviour of people, social, political and economic developments. The services rendered by the police must always be subject to evaluation in the light of current policies. No one has so far established the perceptions of the residents about the police and policing (functions and activities) at Madadeni. There is also no academic information available about the attitudes of the police towards the communities.

The identified lacuna suggests that service delivery continues to be negatively affected. The study sought to ascertain the causes of the existing public perceptions and expectations of the police in respect of policing at Madadeni. The researcher will upon completion of the study make recommendations on how existing police service delivery levels can be improved.

#### **1.4. HYPOTHESIS OF THE STUDY**

The perceptions of the residents about the police and the policing of Madadeni, as well as the attitudes of the police about the residents are negatively affecting effective policing in the area.

#### **1.5. PURPOSES OF THE STUDY**

Leedy and Ormrod (2005:2) define research as a systematic process of collecting, analysing, and interpreting information (data) in order to increase our understanding of the phenomenon we are interested in or concerned about. The research on Madadeni is not on theories and reasoning about ideographic and nomothetic methods where the researcher has to choose the best approach after lengthy ‘going nowhere/ anywhere’ discussions (Ras, 2006). Instead, it focuses on testing how the perceptions of the residents affect police effectiveness or enhances policing at Madadeni with a view to improve it, if necessary.

According to Hussey and Hussey (1997:2) there are seven purposes of research. These are:

- (a) To review and synthesise existing knowledge,
- (b) To investigate some existing situation or problems,
- (c) To provide solutions to a problem,
- (d) To explore and analyse more general issues,

- (e) To construct or create a new procedure or system,
- (f) To explain a new phenomenon,
- (g) To generate new knowledge.

The purpose of this study was to critically look at the perceptions of the residents of Madadeni about the police and the policing of Madadeni. In order to achieve the aims of the study the researcher collected and analysed data using qualitative means. The focus in this study was basically on the exploration, description, and understanding of the residents (including the police) on how they perceive policing at Madadeni. Madadeni is the third largest township in KwaZulu Natal, situated in the Northern part of the current KwaZulu Natal under the Newcastle Municipality and within the Amajuba District Municipality (Nxumalo, 2009 and Annexure 2a-b). It is important that law enforcement officials have a thorough understanding of how the community perceive them in order to continuously improve service delivery.

#### **1.6. AIMS OF THE STUDY**

The main aim of this study was to establish the perceptions of the community about the police and policing, and the attitudes that prevail among the police towards society, with the view to recommend strategies that will enhance effective policing and cooperation between the police and community at Madadeni. Six secondary aims were formulated to guide the researcher in attaining the main aim. These include:

Aim One (Chapter one):

To give a general orientation and a brief overview of the origin and development of Madadeni Township and Madadeni police station,

Aim Two (Chapter two):

To discuss the research methodology used in the study

Aim Three (Chapter three):

To evaluate Madadeni police station from 1968 to 2010 with special reference to the period after 1994 (post apartheid era),

Aim Four (Chapter four):

To evaluate the effectiveness of the police and policing at Madadeni after 1994 as viewed by the residents

Aim Five (Chapter five):

To analyse and interpret the responses of the respondents on how they view the police and policing at Madadeni in a post apartheid South Africa

Aim Six (Chapter six):

To draw findings, conclusions and make recommendations regarding policing in this area

## **1.7. THE EARLY HISTORY AND DEVELOPMENT OF NEWCASTLE**

It helps to have a good understanding of the origin and development of Madadeni in order to value and understand the police in this township. This section focuses on the development of this township and the police that started to work here as a result of these developments. Newcastle town is situated in the North Western part of Natal near the Ncandu River. The area was inhabited by the Bushmen and the Amazulu, namely AmaHlubi and AmaZizi tribes, as early as the 1800s. The seeming peace that prevailed in the area was shattered by the warring tribes that passed through this area into Lesotho, led by King Shaka and Dingiswayo around about 1820.

During the 19<sup>th</sup> century the settlers landed in this area and developed a love for this place. They liked the area for its greens that were suitable for the grazing of their stock, namely sheep and cattle. Subsequently four groups later settled in the

Newcastle area, namely the Amazulu, Afrikaners, the British and Germans (<http://www.tourism.newcastle.co.za/historicalinfo.htm>).

### **1.7.1. Fort Amiel**

The town of Newcastle where Fort Amiel is situated started its life as Post Halt Two on the route between Durban and Johannesburg (Annexure 3). The town was established in a strategic place by Dr Sutherland, the Surveyor General of the colony of Natal, around the year 1854. At one stage (1850s) Newcastle was described as Waterfall River Township because of its location near the Ncandu river, although it did not meet the character of a ‘township’ as it is known today. In 1864 Newcastle town was officially born, becoming the fourth town to be established in the Colony of Natal after Durban, Weenen and Pietermaritzburg.

It was named after the British Colonial Secretary, the Duke of Newcastle. The celebration of Queen Victoria’s Diamond 60<sup>th</sup> jubilee was marked by the building of a town hall in 1897 that was completed in 1899 (Annexure 4a). As a result of its strategic location Newcastle was used as a depot, a major transport junction, and a popular stopover for wagons and post chaises in the 1900s (<http://www.wikipedia.org/wiki/Newcastle,KwaZulu-Natal>).

Fort Amiel was established in 1876 by Major Frederick Amiel who was accompanied by 200 men of the 80<sup>th</sup> Staffordshire Volunteers. The Fort was a defence place for the inhabitants of the area against the Zulu warriors and as well as against any hostile burghers from the Transvaal. The Fort was also used as a transit camp, hospital and commissariat store as from 1876 to 1902. The army presence in Newcastle was responsible for the preservation of peace in this area. It was basically the first police

force in this area that conducted patrols and drove around on horseback to ensure that peace and stability was maintained ([http://www.tourism.newcastle.co.za/historical\\_info.htm](http://www.tourism.newcastle.co.za/historical_info.htm)).

Dr Sutherland spent two weeks of his honeymoon on the river banks of Ncandu River. While he was in this area, he drew up a township plan and named the streets after prominent officials, and later also submitted these plans to Pietermaritzburg for approval. From the beginning, Dr Sutherland was in favour of the name Newcastle; hence it was accepted as the preferred name in the area and within government circles.

Newcastle was once described as a primeval paradise owing to its game friendly environment. The presence of places like "Buffalo River", "Quaggasnek", "Lion kloof" and "Buffalo flats", all named after animals, is a clear indication that the people in these areas had a love for animals and / or that these animals were present in these areas. The pioneers for business were Mr Dixon and Mr Handley whose businesses flourished after the settlers had increased in Newcastle (<http://www.countryroads.co.za/content/Newcastle.html>).

### **1.7.2. Industrial Development**

Around 1905 Newcastle's potential to be developed into an industrial centre for Northern Natal was seriously considered by Mr Eaton, but his intentions were disturbed by the outbreak of the First World War (1914- 1918). It was after 1918 that he, who was spearheading the establishment of an Iron and Steel Company at Newcastle, decided to carry on with his earlier plans (<http://www.newcastle.gov.za> and Historic - Newcastle 2008:7). Newcastle police station came into existence as a result of this industrial development. Between the years 1920 and 1926 the first blast

furnace was locally constructed and was later acquired by the Union Steel Corporation of South Africa (Historic- Newcastle 2008:7; Annexure 4b).

By 1920 Newcastle town was already viewed as the economic hub of Northern Natal. In other words, the influx of people to Newcastle was influenced by the industrial developments, as there were greater prospects for employment (<http://www.newcastle.gov.za>; Sokhela, 1997:1). Between 1951 and 1960 Newcastle industries increased and attracted more people into the area. The factories that were established include; African Metals Corporation which purchased the Newcastle Work and the Durban Falkirk Iron Company Limited (<http://www.newcastle.gov.za> and Historic- Newcastle 2008:7). Obviously, the more people settled in an area, the more the need for policing increases, and as a result, the workload of the police very easily becomes overloaded.

The industrial expansion led to the development of Newcastle - Madadeni which also necessitated the expansion of the police from Newcastle to Madadeni Township. The police station at Madadeni was later established because this Township could not be policed by police men coming from Newcastle. It was too far in terms of a quick response and prompt service delivery (M.D Mbele, 2008; Mdluli, 2009). A wave of urbanization took place when black people were forcefully removed from so-called “black spots” like Charlestown, Lennoxton, Fairleigh, Alcockspruit and Harrismith.

These people were moved to Duckponds Township (Madadeni) near Newcastle from the late 1950s right through to the early 1970s because of apartheid policies – with special reference to the Group Areas Act of 1950. In the same government program-

me of forced removals of Charlestown community, a big factory, called Veka, was also moved from Charlestown to Newcastle (Harts and Todes, 1997:35-36).

The forced removals, the relocation of factories and the newly established industries in Newcastle / Madadeni increased the community of Newcastle from 140 000 to about 360 000 by the 1990s. The sharing of the active workforce has made Madadeni and Newcastle to be closely intertwined to the extent that they are considered to be one economic development house. The same can be said of Iscor which in the 1970s unleashed an unprecedented economic boom, making Newcastle count as one of the most rapidly growing towns in South Africa. However, the life span of Iscor was shorter than expected as it was affected by changing macro economic conditions. This has decreased the workforce from almost 20 000 to about 16 000 in 1985 (Harts and Todes, 1997:35-36).

### **1.7.3. Lennoxton and Fairleigh Residents**

During the earlier part of the 20<sup>th</sup> century the communities of Lennoxton and Fairleigh constituted of Blacks (Africans), Indians and few Coloureds were living together peacefully as part of the Newcastle community. The area was occupied by a majority of Black people, a handful of Indians and Coloured people. Many of the black people in Lennoxton and Fairleigh owned property while some were lodgers (Dammos, 2008). In about 1930 the people became desperate for accommodation and occupied the open land between Hathorn Street and the iNgagane River in Lennoxton. These were the people who were either lodgers, employed job seekers or young couples (Adams 2008 & Maharaj, 2008).

There were three schools in Lennoxton which were racially segregated because of the policy of separate development. The black children were attending school at Ncandu Primary School, the Indians at Hindu Primary School (known as HPS) and St Oswald Secondary School. Most of the coloureds were residing at Fairleigh with their school being Paradise Primary School which was located in Bird Street at Fairleigh. The school could only accommodate children from classes 1 to 6 (Sub standard A to standard 4. Beyond class 6 the few parents who could afford, sent their children for further education to Little Flower School at Ixopo which is situated on the South Coast of Kwa Zulu Natal (Dammos, 2008; Adams, 2008 & Gumbi, 2008). The Capricornia Hotel was owned by an Indian businessman, Mr D. Naidoo, and was the only place of entertainment used on alternating basis by different race groups because the different racial groups were not allowed to mix.

The use of an entertainment place on an alternating basis created a practical problem for policing as the continuous converging of different races had to be monitored at the expense of other areas that needed police attention (Adam, 2008; Maharaj, 2008; Makhanya, 2008; Annexure 5). The stay and the influx of black people into Newcastle were marred by what Black people perceived as ‘racially based incidents’ against them that were carried out by the Indian community. In about 1936 the Indian community, through Mr. A. Abramjee, the secretary of the Rate Payers Association, submitted a letter of complaint to the Newcastle Town Council wherein they expressed their discontent with the continued stay of black people in Lennoxton and Fairleigh.

According to Sokhela (1997: 2) the letter indicated that the Indian community did not need black people, in what they deemed, their area. The community of Lennoxton and Fairleigh could no longer bear the situation of thieving, drunkenness, indecent assaults, assaults upon our fellow people and squatting in their yards. That could be solved by providing separate land for the Africans. Between 1936 and 1938 the Newcastle town council tried to resolve the racial conflict that was stirred by the Indian community against black people, but without success.

The accusations levelled against black people were mostly related to their perceived behaviour and practices. They interpreted the accusations as being racial and discriminatory. They were labelled as thieves, drunkards, squatters, and assailants of the people. The attempts by the town council to solve this complaint were frustrated by some members of the white community who decided to gang up with the Indian community against black people (Gumbi, 2008; Adams, 2008; Dammos, 2008 & Sokhela 1997: 2).

Although black people owned residential sites in Lennoxton and Fairleigh, the Natal Provincial Administration in 1939 declared these two areas of Newcastle, Lennoxton and Fairleigh, as so called "Health Board Areas". The newly established "Health Board" was under the control of only five white males. This Board enacted Bylaws and Regulations that prohibited any black person from owning or acquiring land in Lennoxton and Fairleigh (Adam 2008; Dammos 2008; Sokhela 1997:3). In the light of this prohibition black people considered court action to fight their exclusion from owning or acquiring land in Lennoxton and Fairleigh. The Supreme Court of Natal ruled in favour of the black people, but they continued to be excluded from acquiring residential sites in these areas of Newcastle. In 1949 the Administrator of Natal

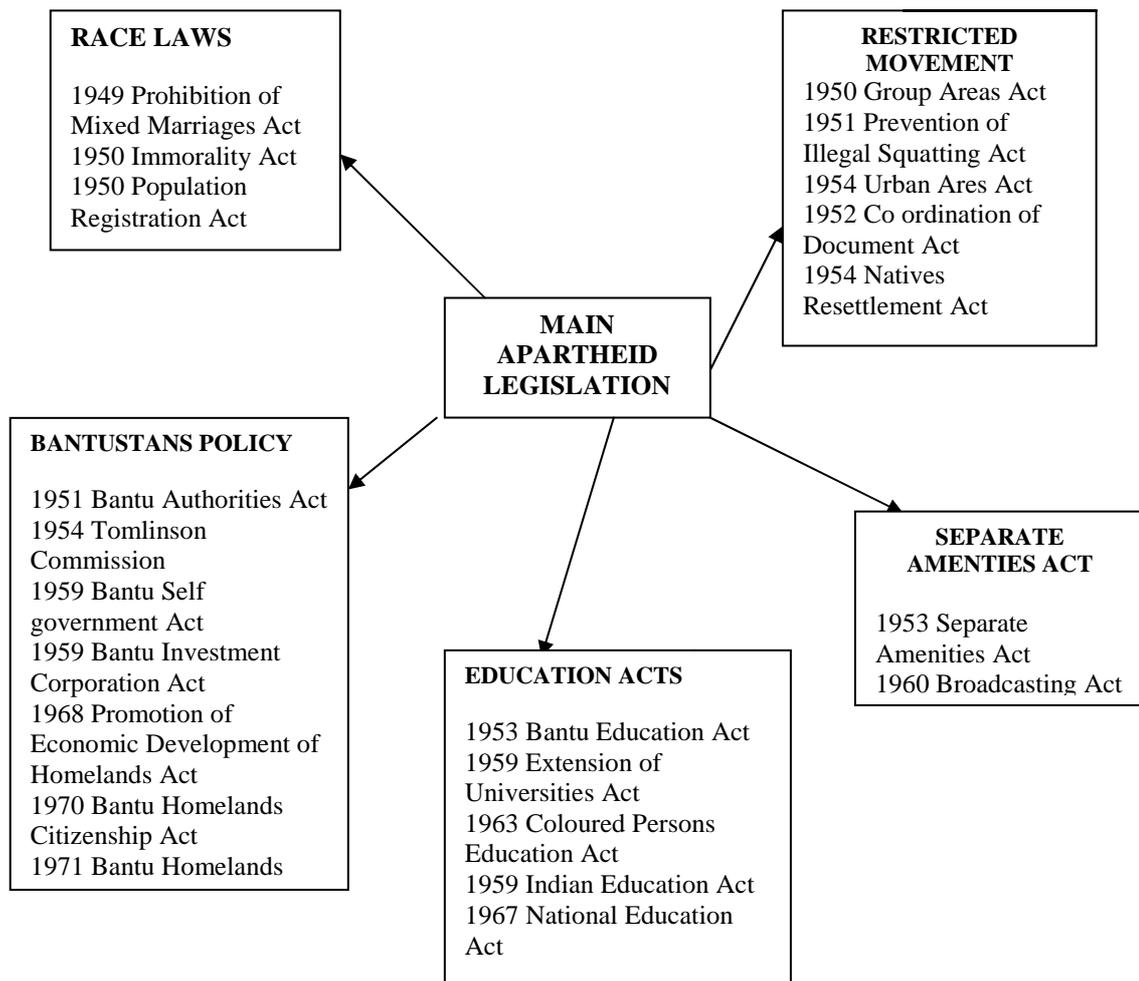
appointed a commission to investigate grievances raised by the Indian community in 1935 which recommended that black people be provided with a separate residential place where they could purchase their sites and be issued with the deeds of grant (Government Gazette 533, Folio 1/3, Chief Native Commissioner, 11 January 1949).

### **1.8. THE EXTENT OF APARTHEID**

It was during the Smuts era that the Natives (Urban Areas) Act of 1923 was passed. The Act stipulated that “the movement and presence of black people in urban areas was the responsibility of the local authorities who were entitled to administer the lives of black people, with regard to places of residence, access to the towns and cities and employment opportunities” (Govender, Mnyaka and Pillay, 1999: 121). The legislation further empowered municipalities to establish new locations for black people beyond the edges of towns and cities. These locations were placed under the control of white superintendents. Municipalities also had the power to define the various categories of black people who were permitted to live in urban areas.

This Act further authorized the municipalities to control the influx of people into urban areas and also prohibited the further provision of land to black people living in the rural areas (Jooste, 1990: 25). The types of legislative policies introduced and enforced by the governments during those times were termed “social” by some, “cultural” by others, and “economic” and “political” by other people (Wilson and Thompson, 1971: 481). According to Govender *et al*, (1999:171) the house of apartheid was built on a five pillar foundation as depicted in the schematic presentation below.

**Figure 1.1. The pillars of the house of apartheid**



(Govender, Mnynaka & Pillay, 1999: 171)

Basically, social apartheid was about the total separation of races from interacting at a social level, that is, Black, White, Indian and Coloured. The said division led to the enactment of the Prohibition of Mixed Marriages Act, Act no 55 of 1949. The prohibition of mixed marriages carried a clause that, if a white person were to marry a person of any other races, he or she had to leave South Africa. Although the Act appeared as almost far fetched in relation to possible contravention in Newcastle or Madadeni, it remained an effective law that needed policing.

In order to counter the arguments that were raised about the police ability to prevent *miscegenation*, the government passed the law to ensure that there was no mixing among the races. Miscegenation refers to the fact of children being produced by parents who are of different races, especially when one of the parents is white (Oxford Advanced Learner's Dictionary, 2000:740). The Act that followed in the social apartheid category was the Immorality Amendment Act, no 21 of 1950. This Act needed enforcement on the side of the police.

With this legislation enacted, another unforeseen problem which was the explicit act of determining an individual race was experienced. Despite the existence of the Mixed Marriages Act and the Immorality Amendment Act the explicit race of an individual could not be accurately determined, hence the enactment of the Population Registration Act, Act no 30 of 1950. The Act was enacted precisely for the establishment of the national population register wherein people would be classified in one of the following groups; White, Black, Indian or Coloured. The registration would go further to classify each group into specific groupings, for example, Black into Zulu, Xhosa, Sotho, etcetera (Wilson and Thompson, 1971: 481- 482).

The enactment of the Population Registration Act 1950 placed a burden on policing because it classified people in their reference books. This was a document through which black people were restricted to certain places. More people were arrested for being in specified areas without valid permits than for criminal acts (Shaw, 2002:2-3).

The Newcastle Town Council capitalized on the Natives Urban Act of 1923 to work towards the removal of black people from Lennoxton and Fairleigh to a demarcated place that would only be earmarked for them. The Act made provision that black

employees and job seekers should be accommodated in exclusive locations either in villages or hostels. This Act also contributed to the establishment of Madadeni Township (Wilson & Thompson, 1971: 234). The determination of the government to enforce the pre-1910 segregation policy was encouraged to enact the Natives Law Amendment Act of 1937. The discriminatory policies that were enforced, 'clearly demonstrated that the government under Hertzog sought to suppress black people politically, economically and socially to such an extent that they were perceived as "second class citizens"' (Govender, Mnyaka & Pillay, 1999: 121).

This practically meant that black people were forced to stay together in their designated areas. Because the people who were settled at Duckponds were not from the same area, did not know one another, had different set of value systems, differing education levels and backgrounds it was bound to negatively affect their lives. Criminal behaviour was on the increase and increased police action was necessary. The Newcastle police had to respond to these areas that were further away from Newcastle town. This expansion of the operational area for Newcastle with an increased population later led to the need for a separate police station at Madadeni (Mdluli, 2008; M.D. Mbele, 2008).

Govender, *et al* (1999:121) indicates that the policy of segregation (doctrine of segregation) was deemed crucial for the government even before 1910. The main purpose was to preserve white political power, dominance and control of the labour market. They further outline that Jan Van Riebeeck, for example, had planted wild almond trees between the Hottentots area (indigenous) and the White area to prevent stock theft. However, the interpretation of this action by the blacks and Hottentots was simply that he (Van Riebeeck) wanted to separate whites from blacks. Apartheid

was institutionalized in May 1948 and the Malan, Strydom and Verwoed governments enforced this oppressive legislation mainly through the police of that time.

### **1.8.1. The Group Areas Act**

The Group Areas Act no 41 of 1950 was the fundamental pillar of apartheid that created residential segregation on a national scale. It was used to remove indigenous people from their houses to places chosen by white government officials. The principles of this Act were used as far back as 1920 and was described by Prime Minister Malan as the “kernel of apartheid” (Govender, Mnyaka & Pillay 1999: 173). The enactment of these laws was the climax of forced removals of people from the so-called “black spots.”

“Black spots” referred to places where black people were residing. The government identified such places close to white towns or industrial areas because of a need for cheap labour. According to Govender, Mnyaka and Pillay (1999:173) the people who were residing in a place identified for white people use were called “disqualified people.” Although the forced removal process commenced in Johannesburg, with specific reference to places like Sophia town, Martindale and Newclare it later spread over the whole country. Madadeni Township also came into existence as a result of this Act. Due to separate residential places all other amenities had to be separated to ensure complete different communities. The Bantu Education Act no 47 of 1953 was enacted to legalize a separate education for black people in contrast to the education of the white people (Wilson & Thompson, 1971: 241).

The Group Areas Act of 1950 was used to finally deal with the 1935 misunderstanding amongst the Black, Indian and white people (Section 1.5.3). The

Newcastle town council then decided to establish an exclusive black residential area at Duckponds farm (Sokhela, 1997:2 & Adams, 2008). This move by the council was in line with the pronouncements by the then Minister of Native Affairs, Dr. H.F. Verwoerd, who once said that ‘Urban townships should ideally be an adequate distance from the town; preferably connected with African areas of neighbouring towns; preferably separated from areas by industrial areas; within easy distance of the town, preferably by rail, and so situated that the expanding European town should not encircle it’ (Wilson & Thompson, 1971: 241).

The government programme of forced removals cast a wide net covering most areas that were classified as “black spots” in white areas. In the Madadeni area farms were considered for purchase by the government for the resettlement of people to Duckponds, who were to be removed from “black spots”, irrespective of where those black spots were. The Newcastle town council had decided to establish a black residential area with a population estimated at 7900. The sites owned by black people were reallocated for Indians in Lennoxton and Coloureds in Fairleigh. The town council had undertaken to compensate people for these removals. However, up until today it is unknown whether they were ever paid (Gumbi, 2008 & Dammos, 2008).

The identified farms for the resettling of people and the establishment of Duckponds Township were:

- (a) ***Duckponds Farm*** which was owned by Ms B.A Tolmie and L.B. Marshall its size was 2680 acres and valued at £ 27113.14. (The farm covered the area- sections 1 to 6; Annexure 2 a),
- (b) ***Stafford Farm*** which was owned by Mr P.G Meyer – (Annexure 2a)  
(The farm covered the area – section 7 – R to P),

(c) *Musiskraal Farm* which was owned by Mr E.H. Dicks

(d) *Drycut Farm* which was owned by Ms Elsie Thompson (M.E. Buthelezi, 2008; Jele, 2008 & Sokhela, 1997:7)

The administrative and technical prerequisites to establish a township were discussed seriously in the Newcastle town council meeting of May 1956. The researcher is of the view that since the council undertook to support Duckponds Township until it was a fully fledged township it showed the intention to support the development of black people (Sokhela, 1997:6-7).

The news for the development of a huge township at Duckponds farm started to spread amongst the communities of Lennoxton, Fairleigh and Charlestown. This news was mostly emanating from the Newcastle town council and the farm residents of Duckponds. As far as Harrismith, the community started to hear the sad news of the impending forced removals to Duckponds Township, as their place had also been identified as a ‘‘ black spot’’ (Jele, 2008; R. Maseko, 2008 & Shabalala, 2008).

## **1.9. THE POLICE STATION IN NEWCASTLE**

The police station in Newcastle under the South African Police (SAP) was established in the 1900's with the view to police the town and surrounding Trust lands and farms (section 1.7.1). It was responsible for servicing communities as far as 60 kilometres away at about 2100 square kilometre radius. Amongst the areas that were served by the Newcastle police station were Duckponds farm (currently Madadeni township), Stafford hill (current section 7), Jobstown, Blaauboschlaagte, Dicks Halt, Mountain View (current Osizweni), Ntendeka and Moyeni farms. The Newcastle police station policing area bordered with Utrecht police station at the Umzinyathi

River in the east, at Mbabane main road with Dannhauser police station in the south, and at Kloontaaf railway station with Ingogo police station in the north (Mdluli, 2008; B .E. Khumalo, 2008 & M D Mbele, 2008).

Mdluli (2008) joined the South African Police in 1953 as a constable and was transferred to Newcastle in 1969 to work in the charge office and as a crime prevention member. He mentioned that members of the Enquiry section (members assigned to investigate minor cases) were responsible for the day to day policing of the neighbouring areas of Newcastle. As soon as a complaint was reported or crime has been committed, the charge office van and the detectives would be dispatched to attend. This example is typical of traditional policing (Sheehan & Cordner, 1995:45).

According to Mr. F. Mbele (2008) and Mr. Nyamane (2008), *amakhosi* were responsible to deal with minor cases such as injuries sustained during traditional ceremonies among the young boys (assault commons) and family disputes. This responsibility rested upon the *amakhosi* and it had relieved the police of many cases that normally would have burdened them and that would have made them not very effective.

### **1.9.1. White Superiority in the police**

Black members were never allowed to drive state vehicles (except selected detectives), to sit inside the van, or to carry firearms because of apartheid policies. As part of their equipment black members carried wooden batons, assegais (*umkhonto*) and handcuffs. This situation could be attributed to the lack of trust of black members and the fact that they were regarded as inferior to their white counterparts. The

training of black members to handle firearms commenced only in the mid 1970s (M.D. Mbele, 2008 & Mhlongo, 2008).

In order to ensure that white members maintained a higher status in the police force, the concept of ‘superior’ was introduced. Superior was defined as ‘any white member’ - irrespective of rank, a white member was superior to any black member for the purpose of giving instructions (Police Administration, 1978:45). To ensure that there was a clear line that separated members of the South African Police force according to race, every black member’s rank was prefixed with ‘Bantu’, for example ‘Bantu constable’, ‘Bantu Chief Sergeant’ , ‘Bantu Senior Sergeant’ etc., (Mdluli, 2008; Khumalo, 2008 & M.D. Mbele, 2008).

A ‘Bantu’ or ‘Bantu person’ was defined as ‘a Native’ and includes any person who is a member of any aboriginal race or tribe of Africa or the Bantu Investment Corporation, provided that, any person residing under the same conditions as a ‘Bantu’, in a scheduled Native area, as defined in the Act, or on any land of which the Trust is the owner, or any person to whom a reference book has been issued under the Natives Abolition of Passes and Coordination of Documents Act, 1952, Act no 67 of 1952, shall be regarded as a Bantu for purposes of these regulations (Proclamation, R 293, 1962: 2).

### **1.9.2. Dominant crimes and policing approaches in Newcastle police station**

The most reported crimes in Newcastle between the periods 1950 to 1968 included theft, failing to produce a reference book, failing to pay tax, trespassing, assault with intent to do grievous bodily harm, common assault, residential housebreaking and rape (M.D. Mbele 2008 & Mhlongo, 2008). Owing to the distance travelled by the

investigators (the enquiry section and detectives) to investigate cases, they had to sleep over at the homesteads of farm residents, or at the homesteads of the *amakhosi* or *Izinduna's*, for a period of four to six days.

The situation of pleading and begging for a place to sleep or acquire food was created by the fact that no arrangements were made by the station (support services) with regard to the members' accommodation and meals (M. D. Mbele, 2008 & Mdluli, 2009). Policing at the time was viewed as a selective function in the sense that members were assigned to those farms, with the view to establish if the farmers were not experiencing any problems with crime, but nothing was done to assist the local black chiefs and their subjects. Police members were required to sign a registers as proof of the visits to the allocated farms (Mdluli, 2008 & Mhlongo, 2008). In a case where a suspect(s) has /have been arrested, walking or cycling back was impossible. The member would then phone the police station from the farmer's house and request that they had to be fetched by a police van.

The location of the police station at Newcastle, which is about 20 km away from Duckponds (Madadeni), became a problem, not only for the community to access services, but also for the police when attending complaints or when they had to investigate reported cases. Considering that public transport has always been a challenge in black communities', there is almost certainty that some crime incidents, which could have been reported, had the police station been easily accessible (with public transport or telephone), were ignored. Some of these incidents were attended to by the *amakhosi* in traditional communities (M. Mhlongo, 2008; Duma, 2008).

When Duckponds Township was established, the black police force members were deployed from Newcastle to patrol the township on bicycles on a four hourly basis (14h00 to 18h00 and 18h00 to 22h00). They were transported by a police van, driven by a white member, as they were the only members allowed to drive state vehicles (Mdluli, 2008 & Khumalo 2008). According to respondents, the deployments left gaps in policing because the period between 22h00 and 06h00 was mostly left open without effective and visible policing in Duckponds, and exposed the communities to criminal activities. The reason was simple: there were no patrol vans driven by white members between these hours of the night.

### **1.9.3. Reference Book: ‘ Dom Pass’**

Black people were subjected to carrying a pass book that was also called a ‘reference book’, or a ‘Dompass’. Before 1952 different passes were carried by black people in South Africa, which resulted in the enactment of the Abolition of Passes and Coordination of Documents Act of 1952. The Act was intended to coordinate the pass laws and make them easier to administer.

The trauma created by the Dompass for black people was its restrictive nature to movement (Govender, *et al* 1997:173). The tax payment receipt for males was pasted in the specified pages in the reference book to allow easy inspection by the police (cf Annexure 6 a). The word ‘Dom’ is an Afrikaans word referring to a “stupid” or “dull” person (Kritzinger, 1972:71). ‘Pass’ refers to a reference book that was designed for the identification of black people (Thwala, 2008 & B O Maseko, 2008). This pass book was designed to contain particulars of the holder in order to fully identify the person, that is, the name of the holder, address, photograph, identity number, ethnic

grouping, authorization to be present in a particular area, tax receipt and the signature of one's employer on a monthly basis.

The reference book had to be carried at all times by every male or female from 16 years and produced to any policeman on demand (Annexure 6 b & c). It constituted an offence for any black person ( 16 years and over ) who fails to carry a reference book while over 16 years, failed to produce it, failed to pay tax (males), or found in a place while one did not have authority to be at such a place. The stopping of people on the streets and the demand to look at reference books by the police did not take place in a respectful manner. Most people were arrested, not for criminal acts as understood by the civilized world, but for apartheid crimes, as mentioned in the previous paragraphs (Govender *et al* ; 1997: 174 & B O. Maseko, 2008).

#### **1.10. THE BACKGROUND TO THE ESTABLISHMENT OF, AND THE ORIGIN OF DUCKPONDS (MADADENI) TOWNSHIP**

Duckponds (Madadeni) Township is situated in the east of Newcastle, which was the only white residential area up to 1992, situated in the northern part of Natal. Duckponds farm became government (trust) land in 1957 and was then administered by the Secretary of Native Affairs. In 1958 the Newcastle Town Council expressed the desire to assist with the development of Duckponds until it was proclaimed a township. The sentiments expressed by the Town Council were that the development of Duckponds Township would contribute positively towards the economic growth of Newcastle.

In concretizing this view the council undertook to develop more industrial centres in order to increase employment opportunities for Duckponds township residents (Jele,

2008 & M.E. Buthelezi, 2008). Because “Duckponds” farm was named after the existence of a number of ponds in the area, which were habituated by wild ducks, enjoying an undisturbed life (section 1.1), this name had become a brand name for the people who were residing on the farm for a number of years (Annexure 2a).

Some residents of this farm had complained about the taking over of the farm and the decision to resettle them in the township. They viewed this action of establishing a township on the farm as curtailing their right to keep stock and to cultivate land. However, the Native Affairs Department found it to be out of order because farm workers were not compelled to leave the farm or to resettle in the township. The farm workers were nevertheless encouraged to seek employment in the construction of houses and roads in the development of Duckponds Township (Jele, 2008).

#### **1.10.1. The ‘black spots’ areas**

The people that were destined to the newly established Duckponds (Madadeni) township were not only people from Lennoxton, Fairleigh, Milton farm, Alcockspruit and Charlestown or confined to areas around Newcastle, but included people from other places identified as ‘black spots’ in terms of government policy. This also included Harrismith in the Free State (originally Orange Free State).

The natural boundary that separates Duckponds from Newcastle is the Ingagane River (R. Masondo, 2008 & Makhanya, 2008). That practically meant that people from different geographical areas, with different backgrounds and experiences were grouped together. This at time has led to conflict that has impacted upon policing. The Township was started in about July 1958 with one roomed timber houses. Owing to the size and type of the houses, black people regarded them as shacks (*umkhukhu*).

As completed houses became available people were removed from the identified places and allocated to these houses (Annexure 7 a-b). The first target group to be forcefully removed were people from Charlestown, close to Volksrust, about 53 km from Newcastle. At the beginning of the forced removals the remains of their (the target group) previous houses were not destroyed. That became a problem to the authorities, because, although the people were allocated houses at Duckponds Township, they had returned to their original places and re-established themselves.

When the authorities had realized that their removals were not reaching completion, and had discovered what was happening, they started to destroy every structure when people were to be moved. Police were often present in order to keep the peace when those forced removals had to take place and when structures were destroyed. These evictions or forced removals *inter alia* led to antagonism against police members (M.E. Buthelezi, 2008; R Maseko, 2008 & Jele, 2008).

During the development of Duckponds into a township, a parallel development of another township, called “Mountain View”, was undertaken in about 1964. The establishment of Mountain View was also in line with the government policy to resettle black people from Utrecht, Charlestown, Wakkerstroom, Harrismith, Koenesberg, Ekuthokozeni and the Normandien areas, which were also identified as “black spots”. Mountain View is situated further east of Madadeni and north of Utrecht. The name Mountain View was later changed to Osizweni. This Zulu name means “a place of help.” Just like Duckponds, Osizweni was policed by the police from Newcastle which is about 45 km away (Duma, 2008 & M.M. Nkosi, 2008).

It took the Department of Bantu Administration and Development a longer period than anticipated to promulgate the regulations that would facilitate the administration of the townships (Sokhela, 1997:11 & Jele 2008). During the period of forced removals the police were often tasked to oversee that the schedules remain a reality. At times the emotions ran high because of these relocations. The police were often perceived as “government agents” who were suppressing the people because they were there to ensure that government policies were implemented, whether they were fair or not (M.D. Mbele, 2009 & Adams, 2009).

#### **1.10.2. The developments of Duckponds from 1958 to 1970**

The first group to be removed to Duckponds in 1960 were the lodgers and the shack dwellers who had occupied the ground between Hathorn Street and the Ingagane River. These people were allocated the one room houses at Unit A or Section 1 (Adam, 2008; Rampol, 2008 & Jele, 2008). In 1960 Mr. J. Potgieter was appointed as the first acting superintendent of Duckponds with his offices accommodated at the township council in Newcastle. He was succeeded in 1963 by Mr C.J. Schoeman who was appointed as the first permanent Township Superintendent of Duckponds.

The superintendent’s office was originally housed at number A-928, with a staff complement of eight people (cf. Annexure 7b). The office was later moved to a farm house which belonged to the last farmer, Mr Marshal who was known as “uMgexezi” and had owned Duckponds farm (cf. section 1.7.1). The name “uMgexezi” is a Zulu word that described his (Mr Marshal) physique which represents a tall, skinny person with broad shoulders and always walked slowly (Jele, 2010). The farm house was redesigned and renovated to suit the needs of an office. In order to ensure smooth

administration and development of the township, an Advisory Council was also appointed to assist the township superintendent (Jele, 2008 & M. M. Buthelezi, 2008).

### **1.10.3. The Advisory Council**

During the establishment of Duckponds an Advisory Council that consisted of Mr G. Jele, Mr. M. Mavimbela and Mr A. Madonsela was formed to work with, and to assist superintendent C.J. Schoeman and his successor. The main tasks of the Advisory Council were to identify and prioritize basic and urgent needs of the community (M.E. Buthelezi, 2008; Jele, 2008 & Nkwahla 2008). The main purpose of the apartheid government was to ensure that black people managed their own affairs. Although the township was under a white superintendent, the appointment of the Advisory Council injected “black thinking” (ideas) into the management of Duckponds. This approach gave some recognition to black people who could assist in the administration of dealing with their own people (Jele, 2009 & Nkwahla, 2009).

The actual building of the houses officially commenced in 1962 at house number A-64. Unit A consisted of 1067 sites allocated for building brick houses and other community facilities, such as schools, clinics and churches (M.M. Buthelezi, 2008 and Hlongwane, 2008; Annexure 7a - b). The schools that were first built included Vukani Lower Primary, Qhubeka Higher Primary and Siyamukela Secondary School (Annexures 8 a – c). The presence of these schools meant that a large number of children had the opportunity to receive Bantu Education.

The type of houses built at Duckponds comprised of different types which included houses made of timber (shacks - wooden structure), then two and four room brick houses with outside toilets. A block of shacks were identified and allocated to

*iZimpohlo* or “bachelors”, which resulted in the place called “*eZimpohlweni*”(place of the bachelors). They were designed as a hostel wherein two people were allocated to share a room, irrespective of whether they knew each other or not. The block of houses identified for bachelors was a potential place for crime because the residents were unknown to one another and house breaking and theft cases were prevalent. The number of cases increased during the weekends because bachelors were not present (Hlongwane, 2008; R Maseko, 2008 & M.E. Buthelezi, 2008).

#### **1.10.4. Proclamation R293 and Township Administration**

In 1962 the Proclamation that empowered the authorities and officials in the administration of the townships was enacted. Among others it was intended to:

- (a) Administer the townships in a uniformed way,
  - (b) Facilitate development of the location,
  - (c) Empower residents to develop themselves, and,
  - (d) Assist the management of the township to improve essential services
- (Proclamation, R293:6).

The essential topics covered in the Proclamation included the definition of terms, the township administration, keeping of stock, trading rules, general sanitation, communal halls, public meetings and assemblies of Bantu persons, establishment of cemeteries and the township councils. Chapter 1 of Proclamation R293 (1962:8) as amended, defined a family as, the wife, including a partner in a customary union and all unmarried children of such person, all widowed daughters of such person and their unmarried children with the said person. This also included any parent or grandparent of such person or, if the wife of such person, who by reason of old age, infirmity of other disability is dependent on such person.

The main purpose of the definition was to ensure that the administration of the township was effective, especially with regard to the identification of unauthorized people in the township. This impacted on policing because the police were tasked to oversee that these laws and regulations were obeyed. The traditional way of black people was to have huge families, in other words, extended families without restrictions. The registration of family members in the permit system and the subsequent raiding of unauthorized residents or visitors were viewed as oppression by the residents. However, the Proclamation strengthened policing in the area, as no criminals could easily be harboured in Duckponds Township (Mdluli, 2008 & B.O. Maseko, 2008).

#### **1.10.5. Keeping of stock**

Section 39 of Proclamation, R293 (1962:21) prohibited the rearing of stock in the township without the authority of the Superintendent. Some people who resettled at Duckponds could not dispose of their stock, but had instead looked for open fields where they could let their stock graze and be looked after and returned at night (S. Mchunu, 2008 & Annexure 9a).

According to Mr Nkosi (2008) and Mr Zwane (2008), the reason for them to have kept stock since they were settled in Duckponds, was that stock had a sentimental value to them in the light of their traditions. They wanted to honour their ancestors when necessary, as it is a Zulu custom to slaughter a goat and beast when honouring ancestors (*amadlozi*). As a result of this long standing tradition they find it hard to part with their cattle, hence they have hired herdsmen to look after it at a place called “*eZibayeni*”, near K Section. This place (*eZibayeni*) is a conglomerate of kraals where

a group of people belonging to the Menziwa Stock Farmers Association keep their stock at a set fee for the Association (Nkosi, 2008; Mavuso, 2008).

These kraals (*iZibaya*) are assisting stockowners in ensuring that the number of stock theft cases is minimized and prevent accidents caused by the stock that roam the streets (S. Mchunu, 2008 & Zwane, 2008). Although the introduction of the Proclamation, R293 (1962) and the restrictive clauses thereof were viewed by many black people as discriminatory, it later transpired that such control was necessary. A controlled and guarded environment assisted police work because stock theft was minimal, less stock roamed the streets and fewer accidents occurred (Nkosi, 2008; SMchunu, 2008 & Annexure 9 b-c).

#### **1.11. THE ADOPTION OF THE NAME “MADADENI”**

The people of Duckponds farm were so used to this name such that it was difficult to adapt to any other changes. The name Duckponds was also adopted by the new residents who came to the township. In order to retain the name Duckponds the township was named after the original farm ‘Duckponds’. With the development of the township and a massive influx of isiZulu speakers into Duckponds, the Advisory Council resolved in 1964 to change the name to “Madadeni.” It was adopted, gazetted and implemented (Jele, 2008; Mdlalose, 2008 and M.E. Buthelezi, 2008).

#### **1.12. THE GROWTH OF MADADENI**

As the development of Madadeni township progressed to sections 2 and 3 the two room houses ceased to be built, and only four room houses were built. The houses were built and allocated on an on going basis, with the view to decrease the list of people who had applied for houses. During the first four years of its existence

Madadeni was without electricity, either in the streets or in the houses. It was virtually a 'dark city' (M.E. Buthelezi, 2008).

The authorities apparently believed it was not high priority for black people to receive electricity. The state of the township had created pressure on the police to operate in an area that was dark and the criminals could easily commit crimes without being detected. Only in 1965, did the Newcastle town council authorized the supply of electricity of low voltage to Madadeni township (Jele, 2008; R Maseko, 2008 and Hlongwane, 2008).

The development of the township put pressure on the police to continuously improve its service delivery systems and approaches. The police station in Newcastle was becoming inefficient in dealing with the population that had resettled in Madadeni. The police were also confronted with the added challenge of people who were total strangers to one another with different behavioural patterns. Although Madadeni Township was originally intended to accommodate black people coming from the so called 'black spots', it was also used as a residence for civil servants who were working in Newcastle, but were "undesirable" after work. Housing tensions, relating to the size of the house and the period of waiting, sometimes needed to be policed (Sokhela, 2008; Jele, 2008 and Adams, 2008).

The development of Madadeni was characterized by various developmental programmes that drew large numbers of people into the area. These included the establishment of Madadeni hospital and the establishment of new businesses. It was necessary to build public institutions and businesses at Madadeni in order to ensure

that adequate services were provided within a reasonable distance. By September 1965, 1457 sites were added for building houses (Jele, 2008 and Buthelezi, 2008). The influx of people to Madadeni for purposes of seeking work and houses posed challenges to the police in terms of crime which also had increased.

The development of facilities drew more people and attracted criminals as well (M.E. Buthelezi, 2009 and Jele, 2009). The growth of Madadeni in terms of population and size directly contributed to the establishment of a separate police station at Madadeni Township in 1968. Newcastle police station was simply too far from Duckponds and the community members could not expect to obtain quicker services from the police (B.E. Khumalo, 2009 and M.D. Mbele, 2009).

### **1.13. THE ESTABLISHMENT AND FUNCTIONING OF MADADENI POLICE STATION FROM 1968 TO 1980**

The development of Madadeni and Osizweni townships drastically increased the population of Newcastle. The location of Newcastle police station at a distance of 20 to 35 kilometres away from the developing areas, had posed practical and logistical challenges to the police which resulted in the establishment of Madadeni police station in 1968.

#### **1.13.1. The jurisdiction of Madadeni police station**

Madadeni police station's eastern boundary was fixed at Umzinyathi River, bordering with the Utrecht police station. To the south it had stretched to the Mbabane main road, bordering with Dannhauser police station. The police station was located east of Newcastle town and new boundaries between Madadeni and Newcastle Police Station were fixed at the iNgagane River (cf Annexure 10 a – b). Some of the areas that were serviced by Madadeni police station included the Township and the surrounding Trust

lands of Musiskraal, Masondale, Jobstown, Lista, Dicks Halt, Blaauboschlaagte and Mountain View (Osizweni), Ntendeka and Moyeni farms. The police station had to serve some communities who were about 65 kilometres away, which posed major challenges relating to quick police responses and the accessibility of policing services rendered to the communities (Mdluli, 2008; B. E. Khumalo, 2008, and M D Mbele, 2008).

### **1.13.2. Madadeni police command structure**

When the police station was established, sixteen members, five vehicles and three bicycles were allocated from Newcastle. The mode of transport for black police members in the execution of their functions included three bicycles with thick wheels (in Afrikaans 'dikwiele'). As the station was allocated only five vehicles, these were mainly used to attend to complaints or crime incidents reported at the furthest places.

The first Station Commander appointed was Bantu Chief Sergeant M.P. Mbatha and the Branch Commander Bantu Detective Senior Sergeant M.W. Dlamini (cf section 1.9.1). Madadeni police station witnessed the appointment of black commanders in the position of station commander and branch commander, who were commissioned officers in 1971 and 1973 respectively. The pioneers of black officers included Lieutenant V.Mazibuko, who was transferred from KwaMashu police station to Madadeni on promotion, while Lieutenant M.H. Mafuleka, and was transferred from Dundee to Madadeni. This indicated that the police (at head quarters) had entrusted the community of Madadeni with black police officers who could serve them more effectively than white members, who most of the time could not speak isiZulu, and

consequently could not understand the people's problems so well (B.E. Khumalo, 2008; M D Mbele, 2008 and B O Maseko, 2008). The reporting channels of Madadeni police station were directed to the District Commandant's office, situated at Dundee. The next levels of command were the Divisional Commissioner in Pietermaritzburg, and the Head Office in Pretoria (Mdluli, 2008; B.E Khumalo, 2008 and M.D Mbele, 2008). During the establishment of Madadeni, the method of record keeping was a manual system, for example, all processes were controlled via registers and files. External communication was conducted through the use of telephones. The telephones used were of the old fashioned type, with a sling, that had to be turned to dial, to the exchange (post office), and to be connected to the dialled number. Telefax machines were the speedy written communication media, made available to certain police stations. Two way radios were also used for internal communication and coordination. This system was found to be very effective, just like today. Manual typewriters were the only means to type letters and reports.

### **1.13.3. Critical policing issues**

It was prohibited for any black member to attempt to arrest any white person. Instead, the members were supposed to seek the assistance of a white member or follow the suspect in order to identify the suspect's place of residence, and then report to a white member. According to S. Mchunu (2008) and Siwela (2008), the policing approach that was applied by the police at Madadeni was not different from the one used elsewhere in the country. The demand for a reference book and related laws were the ones mostly enforced. The approach by the police was characterized by intimidation and suspicion to satisfy the intentions of apartheid laws. The police members patrolling the streets and traditional wards were searching for "Dom passes"

(reference books) which were designed to be carried by black males and females (cf Annexure 6 a-c).

The location of the police station of Madadeni had followed the “strategic approach” of the former apartheid government. Policing was systematically designed to monitor, and, through the legislative framework, to control the movement of black people. The movement control was aimed at minimizing the number of people present in Madadeni, who were not in possession of the necessary permit or authority to be in a designated place (Adam, 2008; M. D Mbele, 2008 and B.O. Maseko, 2008).

In terms of observation of “mob behaviour” (B. O. Maseko) or riot control, the location of police stations was of strategic importance during riot periods. District officers were required to conduct inspections at stations within the District to ensure that there was compliance with departmental policies. The perceptions that prevailed amongst black members were that police head quarters were making it convenient for “white officers” to reach the stations without driving through the township (M.D Mbele, 2008; B. E Khumalo, 2008 and Banda, 2008).

The townships were notorious of violent crimes and were avoided by white officers and members. Mistrust and suspicion were important factors in the police force, and very often one could see that in the nomination of black members who were hand picked and selected to go on a driver’s (motor vehicle) training course. Black members of Madadeni were also considered for nomination for drivers’ training after the police station was established. However, the situation at Madadeni was much more relaxed with regard to the restrictions, placed on black members, in driving state

owned vehicles. More members were authorized to drive state vehicles after successfully completing a six week drivers' and maintenance course at Benoni training college (M.D Mbele, 2008), than perhaps, many other places.

#### **1.13.4. Police Reservists**

According to M.D Mbele (2008) and B. E Khumalo (2008), the members, allocated to Madadeni police station, became insufficient to deal with the crime situation as the township grew in size and population. During the early years of Madadeni's existence twelve reservists were recruited at Madadeni, and trained on the job to ensure their operational effectiveness. The group of police reservists employed at Madadeni were black males, mostly employed by Iscor as security officials. As the township grew further the number of members and vehicles that were allocated to Madadeni had increased. It is estimated that by 1978 there were already forty four members and thirteen vehicles deployed to Madadeni which greatly had improved the effectiveness of the police (M.D .Mbele, 2008).

#### **1.13.5. The Night watchmen**

As the township Superintendent, Mr C.J. Schoeman, realized that the township was growing, and crime was on the increase, he then applied to the Bantu Affairs Commissioner of Natal for the employment of night watchmen (cf Annexure 11a- b). In order to ensure that the permit system was effective and access to Madadeni was restricted to those who were officially allocated houses two control gates were established and were controlled by night watchmen. On such control gate was situated at the entrance to the current Township Manager's office, whereas the other was on the main road next to the current Home Affairs office (M. E Buthelezi, 2008; B. E

Khumalo, 2008 and cf Annexure 12 a-b). The night watchmen were also performing guard duties at the township Superintendent's office together with the SAP members assigned to this office. Night watchmen were generally called "black jacks" by the community despite the fact that they wore khaki uniforms (Maree', 1964 and M.E Buthelezi, 2009).

The functioning of the night watchmen resembled that of the police, although they have belonged to different institutions. The "black jack" name was imported from places like Johannesburg and Harrismith where the night watchmen were in fact wearing black uniforms (Duma, 2008; M. E Buthelezi, 2008 and B.O. Maseko, 2008). The night watchmen uniforms differed according to Provinces, but the functions and behaviour were almost similar. It was a requirement that any person who visited the township had to register his or her particulars with the "black jack." They also had to be issued with a permit that indicated the address being visited and the duration of the stay (S. Mchunu, 2008; Makhanya, 2008 and cf Annexure 12).

The night watchmen or "black jacks" were mandated to conduct sporadic house searches (raiding) for people who were visiting the relatives in the township to establish if they did not prolong their stay. These searches were seen as "raids" due to the nature of the engagements (B. O. Maseko, 2008). They were also responsible for the prevention of crime in the area, especially the prevention of brewing and selling of "Umqombothi" as well as the "skokiaan" and "isishimeyana" which were classified as prohibited concoctions (Maree, 1964; Duma, 2008). It is clear that the "black jacks" were doing the work that would nowadays be viewed as part of visible

policing, although the activities overlapped with those of private security and the state police (B. O. Maseko, 2008; Ras 2006).

#### **1.13.6. Uniforms**

The practice of the SAP was to separate police uniforms according to race groups. Black members after originally being issued with khakhi uniforms were then wearing prescribed brown uniforms which were also used by black reservist members. The separate uniforms were used until about 1978 when all races were then allowed to wear blue uniforms which had always been the preserve of white, coloureds and Indian members (Mdluli, 2008 and M. P Khanyile, 2008, Annexures 13 a-b).

#### **1.13.7. Promotions and rank structure**

Black members were enjoying promotions from constables to sergeants. Sergeants were designed to take various grades in order to inhibit black members from progressing to officers ranks. These included the “first and second class sergeant”, “senior and chief sergeant” as well as the “special grade sergeant”. “Hopping” in these ranks could take a member up to a period of thirty years” or someone would remain a constable for the rest of his career (B. O. Maseko, 2008).

This situation had allowed newly recruited white members to progress faster as they had a smooth promotion system and remain in charge of black members, irrespective of the period served. The situation was revised in about 1970 when black members could then be promoted to the rank of Warrant Officer. During the introduction to the different ranking-system it could happen that some members would be demoted to

lower ranks while others would be promoted to higher ranks, including that of Lieutenant (B.E Khumalo, 2008 and Adams, 2008).

#### **1.14. THE ESTABLISHMENT OF INGQAYIZIVELE HOSTEL**

“*Ingqayizivele* Hostel” (in English is means “first of its kind”) was established in 1971 to replace the hostel that was at *Kwagandaganda* (in English “the place of the tractors”) in Newcastle. The original hostel was accommodating people who were working at Iscor South Works who were settled in Madadeni. This movement was viewed by the community of Madadeni and Iscor workers as part of the government’s programme to remove black people from Newcastle. Although transport costs were low, workers were responsible for their own transport costs while they were staying at Kwagandaganda.

The newly built *Ingqayizivele* hostel was solely for Iscor employees and had accommodated single persons (Khabanyane, 2008; Mnisi, 2008 and cf Annexure 14 a - b). The establishment of the Hostel at Madadeni increased policing demands as the population also increased. There were many people with criminal tendencies. The access to the hostel was controlled by Iscor in order to ensure that no visitors enter the hostel premises. The original population of the hostel was between 1400 and 1500.

There was a constant problem between some local residents and the hostel dwellers. There were many encounters between criminal gangs and the hostel dwellers who very often had become victims of crime. Because hostel dwellers were employed outside the Madadeni/ Newcastle area, they were called names, like ‘*Igoduka*’ (singular) and ‘*Amagoduka*’ (plural) (Mnisi, 2008). The literal translation of *igoduka*

or *amagoduka* referred to someone who had left his place of origin or immigrated to another place for purposes of work. Normally, only male person or persons were referred to as either *igoduka* or *amagoduka* (Hlongwane, 2008; B O Maseko, 2008). The hostel dwellers came far from places like Nongoma, Mahlabathini, Nkandla, Dumbe and Nqutu and at times there were conflict that had to be policed because of one or other incident or some differences that members had (B.O. Maseko, 2008).

#### **1.14.1. Bester Construction Office Site**

Bester building construction was contracted to Iscor during its original establishment. Its construction office site was situated in the vicinity of the hostel and its office was used as an employment centre, as well as an administration and payment centre for construction workers, who were paid, either weekly or fortnightly. These “pay outs” had led to the targeting of hostel dwellers by criminal gangs that had kept the police very busy on Thursdays and Fridays in order to control the people and to prevent possible robberies. The criminal activities in the different sections were increasing, houses were broken into, people were assaulted, common robberies were committed, and so forth. All these matters were a growing challenge for the police force (Hlongwane, 2008; Shabangu, 2008 and Banda, 2008).

#### **1.14.2 Criminal gangs**

From its inception, the police had various challenges to contend with. Amongst the imminent challenges was the increasing crime rate. Besides individual criminals that had committed crimes on an *ad-hoc* basis, the station had to deal with criminal gangs. The gangs were established to dominate in their own defined territories (Hlongwane, 2008; M.D. Mbele, 2008 and B.E. Khumalo, 2008). Three identifiable black gangs

during these days (after 1971) were the “Centrals”, the “CTZs” and the “Kwaitos””. The Centrals were dominant at Section 1, the CTZs were ruling Section 2, and the Kwaitos were controlling Section 3. The size of the criminal gangs was determined by the number of young males between 18 and 38 years who had identified themselves with one of these groups.

Not only was Besters used as a construction office site and a pay-point, but it was also used as a place where a “flea market” (Afrikaans “vlooi-mark”) was held on Thursdays and Fridays. Most Iscor workers visited this market place to purchase items to take home on rest days. Bester was notorious of robberies that were committed around the vicinity because every gang member was targeting Iscor workers who were receiving their wages on Thursdays or Fridays. The activities at Bester necessitated that the police intensified their patrols on foot, vehicles and to obtain information of criminality in the area (Hlongwane, 2008; M.D. Mbele, 2008; Khabanyane, 2008 & Mnisi, 2008).

### **1.15 MADADENI TOWNSHIP UNDER THE KWA ZULU GOVERNMENT:**

#### **1970 to 1994**

Between 1958 and 1970 Madadeni comprised of about 4670 completed and occupied houses, comprising of the three sections, namely, Section 1 with 1067 houses, Section 2 with 1493 and Section 3 with 2110 houses (Jele 2008). The Kwa Zulu government inherited the challenges that Madadeni was experiencing, which included: the lack of funds in order to expand the township and more sites for people to build houses; to develop infrastructure, (roads, electricity, dams etc) to build more schools, clinics, to decrease unemployment and to end poverty (Jele, 2008 and Sokhela, 1997:40).

### 1.15.1. Further township growth

In November 1971 the township council decided that the core of their priorities included more houses, jobs, clinics, schools and infrastructure development (water, electricity, sports facilities). When the council commenced with its functions it had a waiting list of 1250 families that wanted houses. The council was compelled to conduct an audit of the residential sites in the township, per unit section) in order to gauge its capacity in the provision of houses and other essential facilities. The outcomes of the audit revealed that the total sites serviced in Madadeni were 11 549 (Table 1.1):

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**Table: 1. 1: Distribution of Madadeni residential serviced sites by 1971**

Unit 1 = 1067	Unit 2 = 1493
Unit 3 = 2110	Unit 4 = 2497
Unit 5 = 1954	Unit 6 = 2428
Total sites	11549

(F.T. Mdlalose, 2008; Jele, 2008 and Sokhela, 1997: 40)

Based on the residential sites audit output the township Council was continuously at work to provide basic human needs. From 1971 to 1993 Madadeni township council managed to achieve wide spread development in partnership with other role-players (cf. Table 1.2). These developments were very important because it necessitated visible policing activities and police interventions in order to protect the inhabitants of these areas. It was especially the businesses that were of great concern because of potential thefts, shoplifting, robberies, armed robberies, and so forth.

**Table 1.2: Distribution of developmental programmes at Madadeni (1971-1993)**

Section	Residence	Business complex	Education centres	Religious institutions	Public institutions	Sport facilities
Unit H	-	60	-	-	-	-
Unit G	-	18	-	-	-	-
5	1954	7	5	4	3	-
4 & Kwa Manelisa	2622	8	4	5	-	1
6	2428	7	4	4	1	1
7	5400	5	3	3	-	2
Total	<b>12404</b>	<b>105</b>	<b>16</b>	<b>16</b>	<b>4</b>	<b>4</b>

(Jele, 2008; Khabanyane, 2008; Mnisi, 2008)

Worth appreciating in all these developmental programmes was the increase of people residing at Madadeni, the increase of businesses to cater for various community needs, schools that exposed large numbers of children to education facilities and increasing number of religious institutions to cater for communities' spiritual needs. Sport facilities were also developed in order to promote good health and sportsmanship in the area. These developments had forced the police to be more visible (B. O. Maseko, 2008).

#### **1.15.2. Business development at Madadeni**

The implications of the businesses to policing are that they drew a number of people to Madadeni to conduct various activities at the centre, and at times also experience criminal activities, that is, robberies, theft and mugging. The various businesses brought in young people to these places which had resulted very often in unacceptable behaviour and had placed the youth on the wrong side of the law (P. S. Vilakazi, 2008; Mabizela, 2009 & Annexure 15 a – e).

Today (2009) the Checkers Centre in the Madadeni Business District is the major attractor of large crowds of people to the centre. The centre has an open and enclosed mall type design and is decorated in line with an island theme. New features of the centre include a bus / taxi rank, additional public parking that caters for at least 12 buses and 120 private vehicles. The centre is equipped with a formal promotional area with a public address system and hi- tech security system that also draws people to the centre for various activities. The centre boasts of a total to let area of 9381 sq metres, divided into 56 individual shops which range in size from 13 to 2500 sq metres. There are also 15 offices, including a Taxi Association office, public toilets and car wash bays (P.S. Vilakazi, 2008 and Mazibuko, 2008).

The tenant mix comprises of the following: Shoprite Checkers, branches of Ithala Bank, ABSA, Standard Bank, and Automated Teller Machines (ATM) for First National Bank, Nedbank and ABSA. There is also a Post Office, Clothing shops, - PEP Stores, a Bottle store, Butchery, Eskom, Municipality, South African Football Association (SAFA) offices and other small shops. The centre has an additional component of 15 hawkers' stalls (Vilakazi 2008 and B O Maseko 2008).

When Checkers started in 1975, the smaller businesses were not happy with the development, fearing that it may mean their down fall. However, the perception that prevailed among smaller business people in Madadeni about Shoprite Checkers did not prove to be true (Mazibuko, 2008 and Sithole 2009). Practical policing implications were that about 20 members, five vehicles and three bicycles were allocated to police the area. In 1973 the police / community ratio at Madadeni was estimated at 1:1101 (one police member was to one thousand one hundred and one members of the community).

According to M. D. Mbele (2008) the allocation of the resources to Madadeni was increased to about 30 members and about 10 vehicles in order to respond to the policing needs of the communities. The existence of all these new businesses and the influx of people to the centre are demanding more visibility on the part of the police and the application of effective strategies to ensure pro active policing in the area (Sithole, 2008 and B O Maseko, 2008).

There is no doubt that the presence of all these facilities also drew the attention of criminals like armed robbers, bag snatchers, thieves and delinquents. The nature and size of the centre attracts people as far as Utrecht, which is about 45 km away and Ntendeka that is almost 30 km away. Taking the number of people who are visiting the centre into account, it was bound to attract criminals amongst its customers. Today, the Shoprite-Checkers centre is also equipped with a vehicle tracker that was installed on the roof of the centre to facilitate the tracking of stolen vehicles in Madadeni and surrounding areas or in the vicinity of the centre.

The CBD is posing a policing challenge to Madadeni police station because it draws such large number of people to the centre. The police are bound to introduce intervention activities in order to increase the levels of safety in the centre (Mazibuko, 2008; Sithole, 2008, B.O. Maseko, 2010).

### **1.15.3. The economic development of Madadeni in Unit H**

Prior to 1968 the government policy prohibited white industrialists in South Africa from participating in economic development in the homelands. The government's view was that black people in such areas should establish industries on their own. When realizing that black people did not have the necessary capacity and skills for

industrial development, the government then decided to review its policy (Muller 1986: 523). In 1968 white industrialists were allowed to participate in the economic development of the homelands, but only as agents. They were also not allowed to remain in the homelands permanently to prevent the development of multi-racial communities. In 1968, after the government had realized that its plan was not working, it changed its policy and brought in legislation that allowed the homeland governments to decide on their own development.

Muller (1986:523) further indicated that in 1974 the government had relaxed the restrictions to homeland governments to determine their own terms and conditions, under which white industrialists could be allowed to operate in their areas. In an attempt to discourage the illegal brewing and selling of “*Umqombothi*” in the township the town council established a temporary beer hall at Section 1, house number 56. A suitable beer hall was built at Section 1 and the second one at unit G with the supply factory for sorghum beer at unit H (cf Annexure 16).

The beer halls have since disappeared; instead a beer wholesale distribution depot was established that supplies beer to the bottle stores and taverns which in turn supply liquor to illegal outlets (shebeens). The sale of sorghum beer by the factory is now distributed, mostly to distributors who illegally conduct trade in sorghum beer at their stores (M. E. Buthelezi, 2008 and Jele, 2008).

While the beer wholesaler had been established at Madadeni to be the local distributor to all licensed taverns and bottle stores, the fact is that many illegal taverns and shebeens had mushroomed as parallel entertainment places who were /and are also are

buying and selling large quantities of liquor. Although the development is described by some as an economic venture, it has led to negative influences in terms of the behaviour of people and also led to criminal activities. Shebeens sell liquor to minors because there are no proper monitoring mechanisms to ensure that under-aged people do not enter such places. Criminal activities (assaults, rapes, attempted murders, murders, common robberies etcetera, are rife in and around these liquor outlets (Mbatha, 2008; T Maseko, 2008 & Chiliza, 2008).

In 1971 the KwaZulu government engaged the services of the Bantu Investment Corporation (BIC) as an economic arm for the government to establish industrial estates in Madadeni near Newcastle, Ezakheni near Ladysmith, and Isithebe near Mandeni (Muller, 1986:532; [http://www.itala.co.za/module/projectdata:is\\_aspx](http://www.itala.co.za/module/projectdata:is_aspx)). The benefits to the community were the employment of about 5000 people from Madadeni and surrounding areas (Radebe, 2008 and Sithole, 2009). The creation of new job opportunities has benefited those who could find employment, but it also brought more people into the area either as employed or as job seekers.

The people that were looking for jobs or employed caused more concern for the police who were responsible for the maintenance of social order (Ras, 2008 & B. O Maseko 2008). The industries in Madadeni are mostly textile and plastic producers. The increase in factories was a benefit to the people who sought employment, but as stated, the increase of people in this area had posed a major challenge to the police. During the establishment of Industrial Estate, 60 firms were built: 25 big factories and 35 small ones.

The big factories were occupied by major industrialists who were specialising in textiles and plastic Tupper wares, while the small factories were occupied by small business owners, ranging from sole proprietors to close corporations. Common businesses include mechanical workshops, panel beaters shops, upholsterers, welders and block makers.

The clothing industry has provided ample employment in Madadeni but has paid low wages. The industry was dominated by women who were mostly the bread winners in their families. The wages were not sufficient to survive on. The popular perception was that wages in these industries were well below all other firms in South Africa. Workers cited wages ranging from R36.00 to R52 .00 per week, compared to the legal minimum wage at the time (late 1994) of at least R 78.00 per week (Harts & Todes 1997:35). Low wages without doubt had contributed to theft in the area (B. O. Maseko, 2008).

According to Harts (2002:2) the rapid expansion of labour intensive industrial production in South Africa in the 1980s was inextricably bound up with the two key thrusts of apartheid, namely, spatial and racial engineering that intersected in complex ways with capitalist imperatives and with gendered livelihood strategies. One was the displacement of millions of black South Africans from the land, and from urban areas, in the preceding 20 years, and the formation of huge townships, with urban- like densities in predominantly rural areas, formally known as ‘‘Bantustans’’. Madadeni also did not escape these policy implementations. The police had to interpret these policies, implement and enforce the laws as expected of them (B.E. Khumalo, 2008 & M.D. Mbele, 2008).

#### **1.15.4. The establishment of Osizweni Police Station**

The increase in the population served by Madadeni police station and the work load necessitated the establishment of a police station at Osizweni. During the period 1978-1979 a police station was built at Osizweni Township and became operational in 1980 (Mbele 2008). Since Madadeni police station was serving the community of Osizweni Township, the opening of a police station at Osizweni necessitated the transfer of some members from Madadeni to start with operations there.

The first station commander for Osizweni was Warrant Officer M.E Mbatha and the branch commander was Warrant Officer N.T Mpungose (G. Dlamini, 2008 & B O Maseko, 2008). The positive effects of the establishment of the police station at Osizweni police station included: the reduction of the operational area and the clientele base for Madadeni police station, and Osizweni community benefited by attaining localized service that would be easily accessible as opposed to Madadeni.

Madadeni police station on the other hand has lost members that could be used to police the ever increasing population as a result of the development and resettling of people from other places. The new boundaries for Madadeni that were created were the railway line from Newcastle to Utrecht bordering Osizweni police station, bordering with Utrecht police station west of the Umzinyathi River, and east of the Ingagane River, bordering Newcastle (Duma, 2008 & B O Maseko, 2008). Despite the smaller areas that were now allocated to Madadeni, the high concentration of people in the area was still posing a major challenge in terms of effective visible policing.

### **1.16. POLICING MADADENI BY THE KWAZULU POLICE FROM 1980 TO 1994**

The Kwa Zulu Police (commonly known as ZP) was established in terms of the Self-Governing States Constitution Act of 1971. The Kwa Zulu Police Act 14 of 1980 was passed by the Kwa Zulu Legislative Assembly and endorsed by the State President on February 27, 1981. The powers and functions of the ZP within Kwa Zulu territory were the same as those exercised by the South African Police (SAP) in the Republic, namely, to preserve peace; to prevent and detect crime; to apprehend offenders within the Kwa Zulu territory (Annual Report of the Commissioner of the KwaZulu Police for the period 1 April 1988 to 31 March 1989:8).

All police commissioners in the Kwa Zulu police were seconded from the South African Police (SAP) (<http://www.hrw.org/REPORTS/1995/southafrica2/> & B.O. Maseko, 2008). Madadeni and Osizweni police stations fell under the command and control of the police Commissioner for the Kwa-Zulu police with its Head Office at Ulundi. The KwaZulu Police had 26 police stations under its control distributed amongst five police districts.

Among the police stations that fell under the control of the Kwa Zulu police in Northern Natal with the District Commandant's office at Nqutu were: Madadeni, Osizweni, eMondlo, Nqutu, Nkandla, Ekombe and Nondweni (Annual Report of the Commissioner of the KwaZulu Police for the period 1 April 1984 to 31 March 1985:23; B. O. Maseko, 2008 & M D Mbele, 2008). This meant that Madadeni police station had to report to Nqutu where the District Commandant's office was situated (Annexure 17a-b).

### **1.16.1. The developmental programmes and crime fighting**

The KwaZulu police as a young police force prepared its operational members in various ways in order to face the challenges of the time in fighting crime. In preparation of its workforce the Kwa Zulu police embarked on formal and on-the-job-training programmes, dealing with crime prevention, investigation of crime, and charge office operations (B. O Maseko, 2008 & T. Mhlongo, 2008). Operational members were trained to handle all matters pertaining to the charge office as it was known. Today the charge office is known as the Community Service Centre (CSC) and it is regarded as the first stop for operations, and the prevention and investigation of crime.

The charge office was equipped with customer service skills in order to be able to deal with a variety of customers. In the field of operational support to stations (including Madadeni) the KwaZulu police had established a viable Stability Unit, the Dog Unit and the Bureau of Special Investigation (BSI). The BSI was responsible for the provision of operational intelligence on crime and operations across station borders (Mncwango 2009).

The Bureau of Special Investigation could be equated with the Crime Intelligence in today's structures. In respect of investigation a Commercial Unit, Local Finger Print Unit and a Murder and Robbery Unit were also established to ensure effective and professional investigation of serious crimes (S.A Dlamini 2008; Nyasulu 2008 & B. O. Maseko 2008).

To ensure that members were prepared for the changing situations the police management introduced promotion examinations as part of a developmental

programme where members could voluntarily register and sit for promotion examinations - for all levels, up to officer's ranks (Lieutenant). Such examinations were intended not only to prepare members for promotion purposes, but also to sharpen them in terms of operational skills (T. Mhlongo 2008 & B.O. Maseko 2008). The decision was taken by the management of the Kwa Zulu police in 1980 to develop its workforce because Technikon Southern Africa (TSA) had decided not to enrol members from other police forces in their police oriented programmes except members of the South African Police (SAP).

#### **1.16.2. The Kwa Zulu Police and the political turmoil of the 1980's**

The period between 1985 and 1994 saw instability reigning in the province of Natal and KwaZulu territory as a result of political violence. People serving in government structures and institutions were labelled as 'sell-outs' and were targeted for attacks. The KwaZulu territory and Natal province were engulfed by political violence between the United Democratic Front (UDF), which was aligned to the then banned African National Congress (ANC) and the Inkatha Yenkululeko Yesizwe (known as Inkatha) (<http://www.hrw.org/reports/1992/southafrica2/>).

Approximately 15 000 people died during the violence in Kwa Zulu and Natal. Madadeni Township had its share of political violence though not of the same magnitude as experienced in other parts of Natal and Kwa Zulu, for example Esikhawini, Umlazi, Pietermaritzburg, KwaMashu and Nquthu. The culture of political activity practiced in Madadeni did not portray a situation of total intolerance, but copy cat incidents did take place. The community of Madadeni relatively co-existed above all the political divides. However, sporadic attacks have resulted in

breakages of window panes of houses, belonging to active members of both the ANC and IFP parties (<http://www.hrw.org/reports/1995/southafrica2/> ).

The Kwa Zulu police at Madadeni were caught in the middle of the feuding factions and were legally expected to restore law and order in the area. In the process of the violence in Natal, and Kwa Zulu territory, new developments were witnessed at Madadeni where gangsters were being embraced by political formations. The gangsters then committed criminal acts which were labelled as being political, while it was not the case (Mkhwanazi, 2009 & L Ntshingila, 2009). In the midst of the violence the UDF formed the Newcastle Youth Organization (NEYO) and its activities impacted negatively on education in Madadeni as schools were disrupted, especially Siyamukela High School (<http://www.hrw.org/reports/1995/southafrica2/>).

Because NEYO and the IFP youth brigade had never really liaised with one another, there was conflict when they interacted with one another. Amongst the serious incidents of violence witnessed by Madadeni was the murder of Professor Sibankulu. The ANC alleged that the police (ZP) were involved, and, or, instrumental in his murder.

They alleged that the station commissioner failed to take the necessary action when their prominent member Professor Sibankulu, came to the police station in November 1992 to complain about shots that were fired at him by a Kwa Zulu Police vehicle (registration number unknown). While Madadeni police was accused of involvement in the murder of Sibankulu there were wild allegations of police involvement in political violence in the province of Natal and Kwa Zulu territory. Such allegations

were especially rife at Esikhawini, Umlazi, Nqutu and some parts of Pietermaritzburg and Wembezi (<http://w.w.w.hrw.org/reports/1995/southafrica2/>). In the mid 1980's it became fashionable at political rallies for some political leaders to incite their formations to attack the police. These verbal attacks were motivated by the deliberate belief, that state organs were responsible for the sustenance of the apartheid system.

The ZP's and SAP's became direct victims of such attacks and hate speech. The perpetrated incitement by 'reckless' leaders cost the lives of some members in both forces. Derogatory phrases were introduced as a reference to the existing police forces, wherein the SAP was called 'Satan After People' and the ZP were called the 'Zulu Popay'. The word was used in a denigrating context that referred to the police as dolls. As the years went by a tendency developed among the community to create a distinction between the South African Police (SAP) and the Kwa-Zulu Police (ZP). In practice, the policing function in Kwa Zulu and Natal province was shared between the SAP and the ZP. This setup was exploited by political formations and led to hatred towards both police agencies by some communities (P.S. Dlamini, 2008; Magugu, 2008).

The UDF and other surrogate organizations like the South African National Civic Association (SANCO), NEYO, and COSATU, labelled Kwa Zulu police members as being Inkatha aligned and state machinery for the Kwa Zulu government. On the other hand Inkatha aligned group did not trust the SAP because they viewed them as part of the apartheid machinery that was oppressing black people (Ngema 2009; J. Kunene, 2009 & Khabanyane, 2009).

The consequent division of the community by the political system of apartheid polluted the relations between the police and the community, including Madadeni. The impact of this polarization posed major challenges of cooperation between the police and the community even beyond 1994. These divisions created an environment of suspicion and mistrust which has inhibited close cooperation against crime, even up to today (Khabanyane, 2009; B. O. Maseko, 2008 & M. D. Mbele 2008).

### **1.16.3. The establishment and development of Stafford hill and K Section**

The successive township councils for Madadeni had for a period of three decades attempted to provide shelter for its residents but the need for housing has never been completely satisfied. In the early 1990s the need for housing was still increasing, hence more land was made available by the Kwa Zulu government to council, but the council still had to cater for the continued increasing number of people who wanted houses or sites to build their homes.

The demand for housing was generated from various feeders - they were: the newly married, population growth, job seekers and those who have developed a love of the place (Jele, 2008 & Buthelezi 2008). The Stafford Hill and Unit K projects were undertaken by the township council with the assistance of the KwaZulu government and later handled by the Department of Local Government and Housing under the auspices of the Reconstruction and Development Programme (RDP). The establishment of these projects was intended to satisfy the need for housing by the people, yet indirectly the increasing population and the size of the township presented an even bigger challenge to police Madadeni (B Gumbi, 2008 & Nxumalo, 2008).

Stafford Hill (known as section 7) is uniquely designed from the original Madadeni on its demarcation because it is made of subsections L, M, N, R and P. The development of Section 7 was a project approach with specific funding handled by developers that are the Independent Development Trust (IDT) and Com-housing. The objective of this project was to alleviate the housing shortage that has always posed challenges to the township council since its inception.

Some parts of section 7 (L, M, N, R and P) have one roomed houses while the greater part has two room houses with corrugated iron roofs and outside pit toilets. Communal taps were made available to be shared by a number of families in a particular street but some people connected water illegally in their premises. Stafford Hill has a total of 5400 houses (Nxumalo, 2008; Siwela 2008 & Msibi 2008). Again, these housing developments have increased the burden on the police at Madadeni in terms of service deliveries and policing. During the initial stages of Stafford hill's development, the police had to intervene in order to restore peace because communities embarked on illegal land invasion.

Section K is called "*Enyokeni*" by the residents which in isiZulu can be translated to mean a 'place of the snake'. The name "*Enyokeni*" was brought in because of the land's vegetation, long grass and being adjacent to Ncandu River, which are normally associated with the presence of snakes (Mwali 2010 & Khanyi, 2010). Phase 1 of unit K had 500 sites which are currently all occupied. As a result of the ever increasing demand for houses the Department of Land and Housing in the Newcastle Municipality devoted themselves to build low cost houses, where unplanned shacks had developed on the outskirts of Section 3 around Section K.

The target group for the phase 1 project was the middle class earners from Iscor and public servants (Nxumalo, 2008). These developments again underlined an expectancy of increased police duties that needed to take place in these areas (B.O. Maseko, 2008). The main objective of phase 2 of the project was the clearing of shacks that had developed in the area (Nxumalo, 2008). The section of the area that was infested with shacks was nicknamed ‘*Ekhanana*’ by the residents.

The word ‘Canaan’ was adopted from the biblical context that God had promised the Israelites a land of milk and honey. The shack dwellers believed that one day they would get the promised houses, hence the naming of their section ‘*Ekhanana*.’ This name has been retained even after the shacks had been cleared and houses built. Phase 2 of Unit K project had a total number of 1145 sites and the project has been able to provide families of the same number with houses. The type of houses built during phase 2 of the project consists of two rooms with outside toilets. The area has adequate infrastructure development that is traversable gravel roads, street lighting, house numbering, tuck shops and one high school (Amadada high school).

*Enyokeni* section is adjacent to section 3 and does not have shops and lower or higher primary schools at this stage. The new section increased the size of the population and geographical space to be policed but the infrastructure development made it easier for the police and the community to maintain a relatively safe and secure environment. The general disadvantage presented by low cost housing is the open-ended allocation of houses to people irrespective of the marital status, which then results in the houses being used by the youth as safety havens for criminals, that is to store stolen goods and selling of drugs (Nxumalo, 2008; Moloi, 2008 & B.O. Maseko, 2008).

### **1.17. THE POPULATION GROWTH**

The development carried out at Madadeni since its establishment has increased the population to 176 700. While the population is calculated at a yearly projection of 5% Madadeni population is currently estimated at 227 710, with an area size of 365km square. The police service at Madadeni is presently operating at the strength of 196 functional members (members employed in terms of the police Act) and 35 civilians (employees in terms of the Public Service Act). The latest statistics revealed that the ratio between the police and the community is estimated at 1:1171 (one police official is to one thousand, one hundred and seventy one members of the community) (Madadeni Police Resource Allocation Guide, 2008 & Statistics, S.A, 2002). This clearly indicates that the police by far are out numbered by community members in terms of numbers at Madadeni.

### **1.18. EDUCATIONAL FACILITIES**

Educational facilities at Madadeni have existed since the establishment of the township in 1958 and the continued increase in the number of pupils/ students created challenges to the authorities. The Madadeni Circuit Office which manages education within the Madadeni policing area is controlling 47 schools and is responsible for a learner population of 36026 students and 1088 educators every week day between 07h00 and 15h00. The table below indicates the distribution of learners and educators per grade and type of school within Madadeni policing area.

**Table: 1. 3 Educational Institutions at Madadeni**

Level of school	Number per level	Learners	Educators
Lower primary	(23%) 11	(20%)7103	(15%) 199
Combined/higher primary	(41%) 19	(35%) 12711	(28%) 363

Secondary/high school	(32%) 15	(43%) 15462	(40%) 526
Further education institutions	(4%) 02	(2%) 750	(17%) 220
Total	<b>(100%) 47</b>	<b>(100%) 36026</b>	<b>(100%) 1308</b>

(KwaZulu – Natal Department of Education, Northern Natal Cluster 2008/2009)

The police at Madadeni are required to ensure that every person and their properties in their area of operation is safe, including the 37 334 learners and educators who assemble at 47 institutions between 07h30 and 15h00. This situation poses safety challenges not only inside the places of learning but also on the way to such institutions, for example the accidents on the road during the crossings, sexual assaults, thefts at school, common robberies, drug abuse, and so forth. The police are very often called in to investigate crimes that have been committed at the schools. Some schools have either failed or were reluctant to engage the services of private security officers. The presence of private security offices at schools would greatly enhance the safety of schools, prevent crime within schools and promote the concept of partnership in the safety of schools (Kubheka 2009 & B.O. Maseko, 2008).

### 1.19. PUBLIC INSTITUTIONS

The institutions indicated in Table 1.4 below are operating at Madadeni as centres of essential services to communities estimated at 227 710.

**Table 1.4: Public Institutions at Madadeni**

Dept of Justice	Dept of Home Affairs	Dept of Social Welfare	Dept of Health	Local & District Municipality	Total
1	1	1	1 hosp/ 7 clinics = 8	2	13

(Madadeni Police Station Profile, 2009 & B. O .Maseko, 2008)

The above-mentioned public institutions are not without crime. Some of the crimes that are committed include: fraud, corruption, bribery, robberies and assaults. However, the majority of public institutions have engaged the service of private security companies in order to ensure peace in their premises – something of a “relief” to police who are now freer to focus on other priorities (B. O. Maseko, 2008).

## **1.20. RELIGION IN MADADENI**

Madadeni community members seem to be very religious. The majority of the communities in Madadeni policing area subscribe to the Christian faith. This is evident in the number of churches currently built within the Madadeni policing area. The most dominant churches are accommodated in one or more buildings, for example, the Roman Catholic church, Lutheran church, Methodist church, Presbyterian church, Dutch Reformed church, Free Methodist church, the Muslim religion, and the Salvation Army. While the Hindus, Jewish and Chinese religions are present in the neighbouring town of Newcastle, they are not practiced in Madadeni (A. Khumalo, 2008; B.O. Maseko, 2008 & Annexure 19 a – b).

The growth of Christian and other faiths have increased the number of religious institutions in Madadeni. The church carries a special and unique mandate to mould the behaviour of an individual to become more God-like (A. Khumalo, 2008; Memela, 2008 & Zulu, 2008). Although sites are available to churches to purchase and build places of worship, some cannot afford to build it because of dwindling numbers. However, there are a sizeable number of churches, mostly Zionist churches which use schools and their private homes as their centres of worship. Some of the big churches are equally not coping with their increasing numbers and also resort to the use of

schools in the Madadeni policing area. Interestingly though, is that the Nazareth Baptist Church has a huge membership but its services are held in the open at identified and designed places of worship called temples (Annexure 18 a-b).

The evidence of Madadeni as a religious community is evident in the activities that are conducted on Tuesdays and Thursdays, that is visiting the sick and the bereaved families by combined denominations (A. Khumalo, 2008 & Z. Mchunu 2008). According to respondents as interviewed by the researcher, crime is still perceived to be rife at Madadeni, despite the highly religious communities residing in the area (section 4.5). Ras (2008) is of the opinion that churches has a critical role to play in the prevention of crime but that they do not really know what to do because the police do not really understand them, and also do not know how they can get churches more involved in community policing. The researcher agrees, and thinks that the churches are not as effective in Madadeni as they perhaps think they are (B. O. Maseko, 2008).

#### **1.21. SPORT DEVELOPMENT AND FACILITIES IN MADADENI**

Since its establishment, Madadeni has never witnessed adequate sport facility developments. As from 1958, Madadeni established approximately 20 football clubs, of which 14 constituted the Football Association of Madadeni in 1980. All these clubs were involved in the local leagues, but had to utilize all available sports grounds especially school grounds.

Other sporting codes available at Madadeni include tennis, and to a lesser extent golf. Madadeni has not seen much development in sports such as boxing, karate or body building, except at Iscor. The developments that were introduced by the National Professional Soccer League (NPSL) led to the introduction of local clubs to Regional tournaments.

The under-listed facilities are available at Madadeni and utilized to stage soccer matches. The three facilities draw a number of sport people who spend most of their time on practices. These are Siyamukela Sport Ground, Phelandaba Stadium and K.R Rumelin Stadium (Lebenya, 2008; Hlongwane 2008 & M.E. Buthelezi 2008). The establishment of these facilities without doubt contributed to keep many members of Madadeni occupied with sport (especially soccer) and to keep them out of / away from crime – something that makes it easier for the police (B. O. Maseko, 2008 & Ras, 2008).

### **1.22. TRANSFORMATION / EVOLUTION OF THE POLICE AFTER 1994**

South Africa attained its political freedom in 1994. The new arrangement meant that there would be adjustments and new approaches introduced to the operations of the public sector including the police service. The South African Police Service (SAPS) developed policies that would specifically guide its transformation processes.

The broad aim of the transformation process was to meet the Constitutional requirements (embrace the human right culture in policing), interpret and implement the new policies of government. The urgent objective of government was the creation of a safe and secure environment in the country that would form a solid foundation for any further future growth and development.

The South African Police Service does not have a national definition of transformation, but aligned its transformation programmes to Section 195 of the Constitution, Act 108 of 1996 (Batho Pele Principles, 1998:10; White Paper on Safety and Security, 1998: 14 and South African Police Service, Business Plan – draft 3, 1995:2-4).

These transformation objectives of the SAPS include: the removal of disparities/inequalities in terms of race and gender, upgrading of police stations to establish a pleasant and user friendly environment, an inculcation of a human rights culture in the police service, introducing a proactive and problem solving approach to policing, the involvement of the community and empowerment of community members in terms of policing, and a decentralisation of responsibility and accountability to lower levels of service (South African Police Service, Business Plan – draft 3, 1995:2-4).

### **1.23. POST APARTHEID POLICING CHALLENGES AT MADADENI**

The transformation process instituted in 1994 brought about new challenges in the policing arena at Madadeni. Amongst these is the change of behaviours of individuals, change of management styles, introduction of a customer centred policing, performance oriented policing, etcetera.

The challenges faced by the police are mainly centering on the question how they can perform better in order to improve their service-deliveries to the people. The researcher believes that, for the police to improve the standard of their performance to the Madadeni community, they have to understand the extent and impact of the post

apartheid social challenges of unemployment, poverty, technology and the human right culture enshrined in the Constitution.

#### **1.24. DEFINITION OF TERMS**

The following terms are defined for purposes of this study. These are: policing, crime prevention, crime investigation, partnership, community and community policing.

##### **1.24.1. Policing**

Policing is defined as that act of authority in the formal social management structure which enables internal order to be upheld in terms of legal capacity and the Constitution (Van Heerden, 1986:107). The term policing is for purposes of this study referring to activities carried out by the police and the communities at Madadeni. These activities are assigned to the visible policing (community service centre and crime prevention functions) components, investigation of crime (all categories of crime), the role of society, business and public institutions (B. O. Maseko, 2008).

##### **1.24.2. Crime Prevention**

Crime prevention is defined as all activities which reduce, deter, or prevent the occurrence of crimes, firstly, by altering the environment in which they occur, secondly, by changing the conditions which are thought to cause them, and thirdly, by providing a strong deterrent in the form of an effective justice system (White Paper on Safety and Security, 1998:14). In the context of this study crime prevention function refers to all activities and actions the police are engaged in which are intended to reduce the levels of crime.

### **1.24.3. Crime Investigation**

According to Marais and Van Rooyen (1993:17) crime investigation is defined as intense observing, questioning, systematically and gathering information which will reveal the truth. They further explain that crime investigation represents the medium whereby facts for positive investigation are detected, identified, collected, preserved and prepared for the judicial process. Investigation of crime in this study refers to actions and activities undertaken by the police to collect evidence that could bring the perpetrator to book. A successful investigation with a successful prosecution directly contributes to the prevention of crime because the active participants in criminal activities are removed from free movement and their sentencing and punishment serves as a deterrent to would-be criminals.

### **1.24.4. Partnership**

Partnership is defined as a contractual relationship between two or more persons (known as partners) but usually not more than 20 who practice a lawful business to which every person has contributed something with the objective of making a profit to be distributed among them (Van Aardt, Van Aardt & Bezuidenhout, 2000:61). In this study partnership is contextualized to mean a sound working relationship between the police, community based organizations, businesses, and public institutions. The sole purpose of the partnership is to promote cooperation to ensure a safe and secure environment for all citizens.

### **1.24.5. Community Policing**

Community policing is a fundamental policing philosophy or paradigm that specifies a new kind of relationship between the police and the public. Generally, it is accepted by the police service that community policing is developed and designed to embrace partnership concepts (Stevens & Yach, 1995: 2).

#### **1.24.6. Community**

The concept “community” is used in its holistic connection in order to indicate collective or compound unit of people bonded together within a legally defined geographical area by certain common symbols, association having in common certain broad ways of living and members of which share one with the other (Naude, Stevens 1998:146). For purposes of this study, community refers to the people resident within the Madadeni magisterial district.

#### **1.25. VALUE OF THE STUDY**

The researcher believes that this study will be of value to the police as well as the community members of Madadeni. This study is relevant because it assists both the police and the communities to understand the extent of perceptions that prevail in the policing arena at Madadeni. The knowledge obtained from Madadeni communities on how they view the police and policing, may assist to improve service delivery by understanding how people (outside) see the police, and may also assist clients (clients / consumers of police services) to have a more comprehensive understanding of Madadeni police and their policing functions. The knowledge of this study will also assist the SAPS and the community to get closer to one another and to collaborate in a much more willing manner, and facilitate the development of strategies to address any of the consequent outcomes resulting there from.

#### **1.26. RESEARCH DELIMITATION**

Madadeni police station is one of 187 police stations in the Kwa Zulu Natal Province (Kwa Zulu Natal Provincial Plan 2001/2002:9). The police station is situated within the Newcastle Local Municipality in the northern Kwa Zulu Natal province (<http://www.newcastle.gov.za>). This study was confined to the Madadeni policing area which is formed by a township (peri-urban) and a number of trust lands (rural) within

the magisterial district of Madadeni. These trust lands include: Musiskraal, Jobstown, Lista, Dicks Halt, Masondale, and Blaauboschlaagte. Osizweni Township was mentioned in this chapter (cf section 1.15.4) as part of the developmental stage for the policing of Madadeni.

This research has focused on the population of Madadeni, currently estimated at 227 580 people, served by 173 operational police members and 20 police reservists, within a geographical space of 450 sq kilometres (Madadeni Police Station RAG 2008, Statistics S.A Census 2003). The Madadeni policing area covers the area east of iNgagane River, north of Umzinyathi River and north-west of the Newcastle/ Utrecht railway line. Data collection was confined to the identifiable categories of persons, institutions and organizations within the boundary of Madadeni police station area.

It is important to point out that there are many diverse topics within the discussion of this study that need future in-depth analysis, but all are outside the aims and scope of this study. Chapter one paves the way for the identification of the perceptions of residents of Madadeni about the police and policing after 1994.

It specifically forms a general background to the perceptions of the respondents of Madadeni about the police and policing, and also how police members, who are also community of Madadeni; perceive themselves, their work, and community members. The researcher hopes that others may be persuaded through this research to do further and follow-up studies on one or other aspect of this work that may stimulates / interests him / her.

## **1.27. CHAPTER DIVISION**

In this study the researcher discusses the following six chapters; each chapter is connected to a different, but a specific aim of this study. Chapter one deals with aim one, chapter two with aim two, chapter three with aim three, etcetera.

### **Chapter One: General orientation and a brief overview of the development of Madadeni Township and Madadeni police station.**

This chapter provides a general orientation and a brief overview of the establishment and development of Madadeni Township. It also gives the background to the policing of Duckponds farm and later Duckponds Township and the surrounding areas. It outlines the establishment of Madadeni police station and its area of jurisdiction.

The chapter further describes the challenges faced by the police since the establishment of the police station, ranging from resources shortages to population growth and its transformation through the different political systems from 1968 to 1994. The author wants to point out that this chapter was not an exhaustive historical discussion about the development of Madadeni and the origin of the police station; on the contrary, it was just trying to point out some of the issues that were identified during the qualitative data gathering process.

The first part of this research (chapter one) only serves as an introductory orientation that acquaints the reader with the background of Madadeni police. This will *inter alia* assist in understanding what people and the police themselves have to say about the policing of and at Madadeni.

## **Chapter Two: Research methodology**

In this chapter, attention is devoted to the research method, the reason for using the qualitative approach and the methods and techniques that are used, specific data gathering/ collection techniques, like personal conversations, interviews, telephone conversations, group interviews and conversations, document analysis, photographs, and the use of interpreters. Attention was also paid to the danger of becoming a ‘‘field work junkie’’ and the researcher’s personal involvement in the research

## **Chapter Three: Madadeni police station from 1968 to 2010**

This chapter presents the earlier development of Madadeni police station and its policing activities (1968). It further orientates the reader with the different stages of growth of Madadeni police from 1968 to 1994. The chapter addresses the policing approaches with regard to crime prevention, investigation of crime, and the charge office and recordkeeping processes that were applied before 1994. The station’s transformation in 1994, composition of crime challenges, its adaptation to the new arrangement and policies are further discussed in this chapter.

## **Chapter Four: To evaluate Madadeni police station by testing the perceptions of the residents on Madadeni policing in the post apartheid era**

This chapter records and interprets how the respondents’ community (police organizations and other public institutions) view the police and policing at Madadeni. Furthermore, the chapter further outlines the criteria (themes) that the researcher had used to evaluate the expressed situation relating to policing. The chapter presents the views of the community on how they had perceived the police at Madadeni and how policing was / is conducted in their area. The chapter further outlines how the different role players view their roles in preventing crime.

### **Chapter Five: Data analyses and interpretation**

In this chapter the researcher presents the analysis and interpretation of data (responses) collected from a variety of respondents, through personal interviews, personal conversations, telephonic and group interviews and the analysis of documents/ records. The interpreted responses are presented in a descriptive format, tables and graphs.

### **Chapter Six: Findings, conclusions and recommendations**

This chapter presents the findings, conclusions and recommendations of the study in the light of what was discussed in the preceding chapters. The recommendations are aimed at improving the standard of service delivery at the station and other similar environments.

#### **1.29. SUMMARY**

This chapter has briefly focused on the origin and development of Madadeni Township and Madadeni police station. The researcher has established that the perceptions of the residents of Madadeni can be best tested against the understanding of the historical development of Madadeni Township and the development of the Madadeni police station. The chapter has further outlined different issues / factors that had posed continuous challenges to the police and policing in general at Madadeni. These factors ranged from uncoordinated development, growth of the area in terms of geographic space and population, influx of people into the area, the increased number of schools, businesses, and so forth. The next chapter, Chapter Two, discusses the research methodology that the researcher has used.

## **CHAPTER TWO**

### **RESEARCH METHODOLOGY**

#### **2.1. INTRODUCTION**

Aim two of this research is to explain the research methodology that was used in doing this research. Research methodology is defined as the general approach and the paradigm that the researcher takes in carrying out the research project (Leedy & Ormrod 2005:12). According to Saunders, Lewis and Thornhill (2007:3) methods refer to the techniques and procedures that are used by the researcher to obtain and analyse data.

Different authors have published literature about the police and policing in South Africa and abroad. These include, for example: *Crime Prevention Strategies* by Naude and Stevens (1988), *Smart Policing for Law Enforcement* officials by Smit, Minnaar and Schnetler (2004), *The New Management and the UK Police Service* by Butterfield Edwards and Woodall (2004), *Community Policing Comparative Perspective and Prospects* by Friedman (1992), and Roelofse (2007), *The Challenges of Community Policing: A better Management Perspective*.

This study was focusing on the residents' perceptions of the police and the policing of Madadeni after 1994, but it was discussed in the light of the background and development of the Madadeni police since the development of this township. By doing this in this particular manner it place the discussion in a more precise socio-historical perspective that will assist modern day readers to better comprehend the present challenges and remarks about Madadeni police and its existing policing practices (Ras, 2008 & B. O. Maseko, 2008).

## **2.2. RESEARCH APPROACH**

The research approach that was adopted in this study was mainly qualitative. According to Saunders, Lewis and Thornhill (2007:145) qualitative research methodology refers to any data collection technique (such as personal interviews, personal conversations) or data analysis procedure (such as categorizing data) that generates or uses non-numerical data. Quantitative research approach is just the opposite of this approach and is more concerned with numbers.

According to De Vos, Strydom, Fouche and Delpont (2008:360) triangulation in qualitative research is the convergence of multiple perspectives that can provide greater confidence that what is being targeted is being accurately captured. In action-research, triangulation is used to try to get closer to the “heart” or “truth” of a matter (Ras, 2008). In this study, the researcher opted to use the theoretical triangulation which facilitated the use of multiple theories or perspectives to interpret a single set of data (responses). Through conducting interviews (personal and group) and via conversations (personal and telephonic) data was obtained. The researcher believes that these techniques provided more reliable information than using questionnaires that are anonymous, more formal and very restricted in nature.

## **2.3. THE REASONS FOR THE CHOICE OF QUALITATIVE RESEARCH IN THIS STUDY**

The researcher has opted to use mainly the qualitative approach because of the nature (depth) of the study and because no previous research has been done on this topic in this area. The choice of qualitative research as the main method was motivated by the following characteristics:

- (a) Qualitative research is a relaxed and flexible approach;
- (b) It does not force the researcher to apply strict interviewing rules;

- (c) It allows follow-up questions and conversations;
- (d) It provides the participants the opportunity to give more than expected;
- (e) It allows the researcher to know people personally;
- (f) It sees the participants as they are; and to experience their daily struggles when confronted with real life situations;
- (g) It enables the researcher to explore and understand the key bones; and it allows the researcher to collect data from participants, who are immersed in the day to day setting where the research is conducted,
- (h) It allows the researcher to understand the issues being researched from the perspective of the research participant (Pellissier, 2007:20; Leedy and Ormrod, 2005: 95; Struwig & Stead, 2004:12).

It also allows the researcher to ask broad open-ended questions from the participants in order for them to share their experiences thereby enabling the researcher to interpret and describe the actions of people, and to discuss the aims of the research (Creswell; Ebersohn; Eloff; Ferreira; Ivankova; Jansen; Niewenhuis; Pietersen; Clark and Van der Westhuizen, 2007:257; Ras 2008). A qualitative researcher normally also develops social reality, attempts to discover (cultural) meaning and deal with more information (Ras 2006:80). According to Leedy and Ormrod (2005:133), in order to answer some research questions ... ‘we cannot skim across the surface, but we must dig deep to get a complete understanding of the phenomenon we are studying’. The use of qualitative research methodology enables the researcher to dig deep as: ...‘we collect numerous forms of data and examine them from various angles to construct a rich and meaningful picture of a complex, multifaceted situation’ (Leedy & Ormrod, 2005:133).

It also encompasses multiple approaches of research that are at times different from one another. The qualitative research method has two common features that distinguish it from quantitative research, namely; it focuses on the phenomena that occur in a natural setting (in the real world) and also states the phenomena in all their complexity.

Qualitative research further aims at satisfying four main purposes of social research.

These are:

- (a) Description: which is intended to reveal the nature of situation, natural setting, processes, relationship, systems or people,
- (b) Interpretation: through gaining new insights regarding the phenomenon under investigation, developing new concepts or theoretical perspectives about the phenomenon and discover the problems that exist in the phenomenon,
- (c) Verification: This is realised by testing the validity of certain assumptions, claims, theories, or generalizations, within real world's contexts, and
- (d) Evaluation: through judging the effectiveness of particular policies, practices or innovations (Leedy & Ormrod 2005:134).

De Vos *et al* (2008:265) indicate that qualitative research places its emphasis on individual perspectives, perceptions, attitudes, beliefs, feelings and behaviour, meanings and interpretations that are attached to different situations. It also informs people how others construct experiential and experiential environment, in order to understand a phenomenon in a social context and in this instance.

Qualitative research is relevant in the current study because no previous research has been done with the view to determine the impact of the perceptions of the residents to policing at Madadeni and the prevailing attitudes of the police towards the community. The researcher has entered the research terrain with an open mind that has allowed him to engage participants in personal conversations and interviews (that is on face-to face, telephonically and through e-mails). As a result, different views could be accommodated.

The researcher has described how the residents perceive the police and their actions towards their safety at Madadeni. Information was collected from different role-players to establish how people experience police service delivery and how they view the police. The data was collected and interpreted to assist the reader in distinguishing what has/ is being done in terms of policing. Policing is about people; therefore, non-police members, as well as police members' views and perspectives have been investigated and verified against their observations, practices experiences and approaches (Ras, 2006; 2008 & B. O. Maseko, 2008).

Although every aim of the research (cf. Chapter 1) is important, it is especially the last three (Aims 4, 5 & 6) that are more important and of relevance to those that must police Madadeni. These aims have to do with an evaluation of the police and their policing activities at Madadeni (Aim 4), an interpretation of the gathered data (Aim 5) and the making of recommendations (Aim 6) that intends to improve service delivery in this town (Pearce & Robinson 1994:389 & B.O. Maseko 2008). In order to further these aims, the researcher believes that “the best advice given to any person who wants to know how people understand their world and their life ‘is to talk to them’” (Ras, 2006). The qualitative researcher builds a complex holistic picture, and

analyses words and reports on detailed views of informants to the readers. It also has to do with qualities of human beings and to understand a phenomenon in a particular context (Ras, 2006:81-82).

In this study the researcher went out and spoke to community members, families, schools, churches, public institutions, businesses (formal and informal) and members of the police service about the police and policing activities at Madadeni. "Police" refers to an organized civil force of a state, concerned with maintenance of law and order (Burger 2008:27), while the concept 'policing' on the other hand, is defined as any organized activity, whether by the state or civil groups, that seeks to ensure the maintenance of communal order, security and peace through elements of prevention, deterrence, and investigation of breaches, resolution and punishment (Burger, 2008).

Policing is an activity that has to do with people's safety and their levels of fear (Baker, 2008:22). This study captured the views and understanding of various people from different groups, institutions and organizations about issues relating to the policing of Madadeni. The researcher has described, analyzed and interpreted the data (responses) obtained, and finally has made recommendations on how Madadeni's policing can be improved.

#### **2.4. RESEARCH METHODS AND TECHNIQUES**

In this section the researcher has outlined the methodology that has been used in this qualitative approach. The accurate selection of the research methodology assists the researcher in ensuring that the study is systematic, scientific and provides answers to the aims set for the study. According to Saunders, Lewis and Thornhill (2007:602) methodology is defined as a theory of how research should be undertaken, including

the theoretical and philosophical assumptions upon which research is based and the implications of these for the method or methods adopted.

Research methods are viewed as the codified series of steps that are taken to complete a certain task or to attain an objective, while techniques refer to the methods that the researcher is going to use to do his /her research (Ras, 2006: 82). The researcher has used various methods to collect data, namely, personal conversations, personal interviews, group discussions, telephone conversations, emails and document analysis. The outlined method has allowed the researcher to reach a number of people to share their perspectives on the policing of Madadeni. Documents analysis has assisted in confirming what the police have said they are doing, as well as the evaluation of their effectiveness. The effectiveness of the police was *inter alia*; weighed or evaluated against what the respondents have said, as well as the responses of what the police have said about what they are doing.

The researcher *inter alia* intended to understand how the local community members (the family, church, and school), business, the police, other public institutions and organizations perceived the police and policing in this area before, and especially after 1994, that is in the post-apartheid era. Policing in this study refers to the approaches, strategies and activities relating to crime prevention, investigation of crime and the functioning of the community service centre (CSC) at Madadeni in fulfilling the Constitutional Mandate of the police (South African Constitution, 1996:112). At the start of this research the researcher was of the opinion that there are members of Madadeni who hold certain perspectives and who have observed some actions and behaviours about the police, but they have never spoken about them. Throughout this study, the researcher has tried to incorporate their views.

### **2.4.1. Research Design**

A research design is defined as the blue print for the collection, measurement and analysis of data (Cooper & Emory, 1995:114). It assists the researcher to effectively allocate the meagre resources by making crucial choices. Welman (1994:46) indicates that the research design assists the researcher to outline the number of groups that have to be consulted and the methodology to draw and determine participants. In this study the researcher opted to employ the under-listed techniques to obtain the views of the respondents.

### **2.4.2 Personal conversations**

The researcher deliberately opted for personal conversations with the people because this has not been done before. Personal conversations are much more informal, intimate and also reflect the views of people who normally would not have the opportunity to express themselves about the police. The researcher embarked on interactive formal and informal sessions with various people wherein informal and unstructured interviews were conducted.

The sessions were conducted in formal and informal atmosphere, and no particular setting was considered. There were also no fixed time frames set for particular sessions. The researcher has ensured that trust was built between each participant and him, by way of explaining the purpose of the data collection and the voluntary nature of the participation. The researcher was ever mindful of the contents of section 16 (1b) of the Constitution (1996) which prescribes that ‘Everyone has the right to freedom of expression which includes the freedom to receive or impart information’ (South African Constitution, 1996: 9).

The researcher has also made notes of the points, remarks, comments, and appraisals made by the participants. Participants were allowed to express themselves freely and sufficiently, and where they wanted to ask questions or the researcher intended asking follow-up questions, he did so. The participants and the researcher at times shared jokes about the police, and good as well as bad “stories” were allowed and shared.

The personal conversations conducted with the participants were held anywhere, for example at shopping centres, taxi ranks, schools, churches, offices, homes and in businesses. The conversations allowed the interviewer (researcher) to ascertain the perspectives of the interviewees (participants) on the social phenomenon (the policing of Madadeni). The conversations held varied in time, for example, between 20 minutes to about one hour and 15 minutes. In order to reach out to more respondents the researcher opted to use the snowball sampling technique. This technique was found effective because the researcher was informed by the respondents of other people who could be contacted on the phenomenon under investigation (Vos et al, 2008:203).

### **2.4.3. Personal Interviews**

According to Creswell et al (2007:294) an interview in a qualitative research context is a unique form of conversation, which provides the researcher with empirical data about the social world by simply allowing participants to speak about their lives and experiences. An interview translates into the primary data collection process, which allows follow-up questioning and develops trust between / amongst the parties to ensure that more information is provided. The researcher has chosen to use this technique because on interviewing respondents a simple conversation process is followed that is aimed at achieving a specific purpose.

According to Ras (2006:86) interviewing allows researchers access to people/s or respondents' observation, experiences, places, " their worlds and worldviews", and it tells one a lot about other people's experiences, what they perceive, how they interpret things, how events affect their thoughts, feelings, etc. The researcher, through interviewing, engaged with participants, interrogated their perspectives on policing and recorded their responses. The approach afforded the interviewer the opportunity to ask further questions, listened to the logic of events and gained complete understanding of the idea or fact. Because qualitative research allowed the researcher to identify and collate all the different pieces together into a coherent whole, personal interviews were of great help in getting a holistic view on the policing of Madadeni.

#### **2.4.4. Telephone conversations**

Ras (2006:88) and Denzil (2002) argue that, through the use of cell phones "... we increasingly experience every day life reality ...via technologies of ... telepresence". Owing to the vast nature of this research various methods were used to collect data. One such method was the use of telephones and cellular phones. The use of telephones did not only facilitate the easy reach of many people within a short space of time, but was also cost effective when compared to driving a vehicle to visit participants.

The researcher was fully aware that discrepancies could occur in the information supplied through any conversation. In order to close this gap or clarify any discrepancy the researcher contacted participants via phone at times on several occasions to clarify outstanding issues. It has been noted that most people in South Africa today are in possession of cellular phones and / or landline telephones.

South Africa has 16 806 000 cellular phones in use and is rating number 18 in the world (<http://www.joinafrica.com/countryratings/mobile>). The same situation prevails at Madadeni, because most people are in possession of cellular phones, while there are also those with landlines as well. The researcher has sufficiently exploited the availability of these facilities to contact participants. The researcher also received calls from people who wanted to share their information with him.

#### **2.4.5. Group interviews**

Where the researcher found it convenient and was agreed upon by the participants, group interviews and conversations were conducted. These were conducted especially in relation to the church groups (adults and youth), students in different schools, educators, young people in a locality and police members at Madadeni. These interactive sessions exposed the researcher to more inputs, than the normal individual perspectives. The researcher also had obtained valuable information relating to the attitudes of the community towards the police, and vice versa, and how that may impact upon service delivery.

#### **2.4.6. Document analysis**

The researcher has conducted documentary reviews at the police station in order to gain insight on how particular programmes are operated without actually disrupting the station's operations. This part of data collection included: scrutiny of the station's operational plan, operational plans of crime prevention and detective components, and weekly and monthly operational plans (for crime prevention and detectives). The evaluation also entailed the review of the minutes of the Station Crime Combating Forum (SCCF) and the Provincial Crime Combating Forum (PCCF) (Coldwell & Herbst 2004:4).

Technological developments have simplified research techniques. The availability of electronic research tools have assisted the researcher to obtain more secondary and primary data through the internet and departmental intranet by typing in key words on the research topic “policing” and / or any other concept, covered under the different topics of policing.

Electronic documents refer to information obtained through searching (surfing) the internet or intranet (Ras, 2008 & B.O. Maseko 2008). Document analysis in this research refers to the analysis and interpretation of the contents of the literature and documents which have been reviewed. The text of this research includes written format of spoken information (for example personal conversation and interviews), any electronic information, whether through emails or printouts of electronic messages. The concept content (content of document) refers to words, meanings, pictures, symbols, ideas, themes or any message that can be communicated. It also refers to messages that are written, spoken or visualised (Ras, 2006; 2008; Struwig & Stead 2004:14).

The researcher has consulted many people, and reviewed a large number of literatures, related to this topic, with the view to comply with the requirements of being a true academic researcher. Further scrutiny was made of departmental policies relating to crime prevention (all its facets), detectives, the community service centre, human resources management, financial services and supply chain management.

He (the researcher) further perused and analysed the minutes, registers and files relating to: the Community Police Forum (CPF), Sector Crime Forum (SCF), records

of the crime office and Performance Enhancement Programme (PEP) files for 20 members and 8 officers.

The use of field notes, brochures and other relevant documents also have formed a crucial record of reference for the researcher during the data collection process, interpretation and analysis. The term “field notes” refers to cryptic or skeleton notes that the researcher has made to revive his memory on what someone had said about a particular issue of policing, or possibly what he has seen or has experienced. These field notes are a record of peculiar sayings, names of places, and other remarks made during the data collection trips (Ras, 2006:95).

These include:

- (a) The location of the interviews or discussion, the person, institution or organization (representative) being interviewed,
- (b) The date of the interviews or conversations,
- (c) The background information about the participants, the immediate observation of the researcher of the situation surrounding the discussion, and
- (d) An indication whether sufficient information was obtained (Saunders et al, 2007:326- 327).

#### **2.4.7. Photographs**

The researcher has also enclosed some photos in the study in order to present the reader with some relevant historical background, buildings, people, places of importance and matters relevant to this research (Ras, 2006: 95).

## **2.5. THE USE OF INTERPRETERS**

The use of an understandable language has not been problematic during any stage of this study. The researcher is speaking *isiZulu* and the study was conducted in a community who are 100% Zulu mother-tongue speakers. However, it did happen that the researcher had to interview and discuss issues with participants who are not Zulu speaking persons. Because the researcher is fluent in English, he did not need an interpreter at any stage to speak to people who were non-Zulu speakers. Madadeni policing area is 100% inhabited by *Amazulu* and most public institutions, schools; churches and businesses are managed by them. The researcher can honestly say that he has not at any stage experienced any language problems that necessitated the use of an interpreter.

## **2.6. GENERAL REMARKS REGARDING THIS QUALITATIVE APPROACH**

Throughout this study the researcher has discussed the six general aims that were formulated in Chapter One. The discussion *inter alia* includes an evaluation of the effectiveness of the police and policing at Madadeni. Leedy and Ormrod (2005:139) stipulate that ‘... phenomenological study refers to a person’s perception of the meaning of an event, as opposed to the event as it exists externally to the person.’

Just like phenomenological researchers, who attempt to understand people’s perceptions, perspectives, and particular situations, so the researcher has tried to do the same. In this instance, the researcher has attempted to understand the current situation about the policing of Madadeni, through the evaluation of police activities, strategies and approaches, as well as taking cognisance of the perspectives, experiences, and observations of the community members.

## **2.7. THE RISK OF BECOMING A FIELD WORK JUNKIE**

Ras (2006:108) warns of the dangers faced by the qualitative researchers in that they become fieldwork junkies. He describes a 'fieldwork junkie' as someone who is suffering from the "one-more-interview" syndrome. He further advises that it is the quality that counts and not the quantity of what the researcher writes about. More often the researcher gets so involved and taken away in a data collection process and the thirst for more data is never quenched. In order to avoid falling into the fieldwork junkie trap, the researcher has further taken a safe route and has accepted that in reality the research report can cover only that that was originally intended to be covered, and that not one study is exhaustive. Where a crucial piece of information was lacking, the researcher has returned to the interviewees and has double checked or clarified the information once more to verify and to shed more light on what he perceived to be of significance or a major breakdown in this research (Ras 2008 & B.O. Maseko, 2009).

## **2.8. PERSONAL INVOLVEMENT IN THE RESEARCH**

A researcher always plays a crucial role in his own research. The researcher in this study was personally involved in the process which also resulted in self-empowerment. As far as possible he has conducted accurate observations; accurate recording of conversations and has interviewed participants (community member) in a manner, which is commendable. Where there was a need for follow-up questions he has done so with the participant's informed consent. The researcher is armed with practical knowledge of policing, drawing on 31 years of active police service. The researcher joined the police force in May 1979 and served in the under listed command positions:

On joining the police force the researcher was placed at Madadeni as a student constable working in the charge office until he went for basic training at Hammanskraal Police Training College in December 1979, the basic training was successfully completed and he paraded out from the Police College in July 1980. On return to Madadeni as a constable, the researcher was placed at the Magistrate office to escort pension's payouts for old age people and to do other administrative functions which lasted until December 1981.

In January 1982 the researcher was nominated to attend a course on the protection of Very Important People (VIP) at Ulundi which was conducted over three weeks. On the 1<sup>st</sup> of February 1982, the researcher was officially transferred to the newly established VIP Protection Unit of the KwaZulu Police and was stationed at Ulundi. In 1983, the researcher attended a course on the identification and handling of explosives at Maleoskop Training Centre. The researcher then specialized on the sweeping (clearing of suspicious items) of venues for VIP's in the territory of the Kwa Zulu Government.

In 1984 the researcher was promoted to the rank of sergeant after passing the internal promotion examination. Between the period 1985 and 1989, the researcher was relieved from the VIP Unit and was assigned to conduct lectures at Kwa Zulu police stations (19) on the identification of explosives and the action drill on suspicious items / parcels. A year later, the researcher set for an examination for promotion to warrant officer (now inspector), which the researcher passed and in June 1986, he was promoted to the rank of Warrant Officer. In 1989, the researcher set for another examination for promotion to the rank of lieutenant which he passed and in 1990 was

then promoted to Lieutenant (commissioned officer). In 1990 he was appointed as commander of the VIP Unit at Ulundi and personal protector to the then Chief Minister of Kwa Zulu government Dr M.G. Buthelezi.

During the period between 1982 and 1992 the researcher had the privilege to travel to a few countries abroad on duty. These include: the United States of America (Washington DC, New York, Los Angeles, California, New Jersey and Miami), United Kingdom (London), Canada (Vancouver, Toronto, Montreal and Ottawa), Germany (Frankfurt, Bonn and Berlin), Italy (Rome including the Vatican City), Switzerland (Zurich and Davos), France (Paris), the Republic of China (Taipei and Hong Kong) and Israel (Bethlehem, Jerusalem and Tel Aviv). Only two African countries were visited by the researcher during this period. These are: Lesotho (Maseru) and Zambia (Lusaka).

In 1993, the researcher was promoted to the rank of Captain and relieved from the VIP Unit and posted as commander of the KwaZulu police Stability Unit and Dog Unit at Ulundi. His responsibilities included: crowd management, support of stations in the prevention of crime, policing of major events, provision of specialized tactical support (penetration of houses), managing the Dog Units (Esikhawini, Nqutu and Ulundi) and the training of dog handlers. In September 1993, the researcher was transferred to Osizweni as commander of the Stability Unit, which was until February 1996. In 1995, the researcher applied for various director posts including a provincial head for Internal Stability Unit (ISU). The researcher was appointed as a Representativity Employment Opportunity Programme (REOP) candidate at the rank of superintendent, which he declined. In March 1996, the researcher was promoted to the rank of Senior Superintendent and appointed as the Station Commissioner of

Madadeni police station under the command of the Area Commissioner of Tugela area (now Uthukela).

The researcher was amongst other things responsible for the following functions:

- (a) Managing the provision of proactive policing and effective visible policing service in the station policing area,
- (b) Ensuring the successful prosecution of criminals by investigating, gathering and analysing related evidence and thereby preventing the priority crimes detection rate from increasing,
- (c) Managing the rendering of a general policing administrative service to the community through the community service centre and the safeguarding and detention of prisoners in custody (Job Description of the Station Commissioner, 1996:3).

The researcher served as the Station Commissioner of Madadeni for a period of two years and six months (1996 to 1998). In September 1998 the researcher was appointed as the Area Head for Crime Prevention at Tugela area at the rank of Senior Superintendent. His responsibilities included:

- (a) Managing and coordinating the functions of visible policing, the prevention of crime in the area,
- (b) Managing, monitoring, co-coordinating and implementing and managing all community policing partnership and social crime prevention activities in the area,
- (c) Ensuring that effective policing of firearm and liquor related crime at a provincial level,

- (d) Ensuring operational coordination within the area and to ensure a safe and secure environment in the area (Job Description of the Area Head: Crime Prevention, 2000:3).

The researcher served as the Area Head of Crime Prevention in Tugela Area for the period of one year and three months (1998 to 1999). In 2000 January, the researcher was appointed as the Provincial Head of Crime Prevention in KwaZulu Natal at the level of Director. During this time the researcher was responsible for crime prevention issues of 182 police stations. His responsibilities included:

- (a) Managing and coordinating the functions of visible policing and the prevention of crime in the province,
- (b) Managing, monitoring, co-ordinating and implementing and managing all community policing partnership and social crime prevention activities in the province.
- (c) Ensuring effective policing of firearm and liquor related crime at a provincial level and ensure operational coordination within the province and
- (d) Ensuring a safe and secure environment in the province (Kwa Zulu Natal) by managing all units under the police emergency services environment with the resources under their command (Job Description of the Provincial Head: Crime Prevention, 2000:3).

On 1 June 2001, the researcher was appointed as the Area Commissioner of Umfolozi policing area at the level of Assistant Commissioner. The researcher was responsible for 22 police stations covering the north coast of Kwa Zulu Natal. His responsibilities included:

- (a) Managing the effective combating, investigation and prevention of crime, managing the formulation and development of community policing services,
- (b) Managing the provision in general of all visible policing services including the establishment and maintenance of police stations, operational response as well as patrolling services,
- (c) Managing to and controlling all resources within the area and to execute an overall management of buildings and premises (Job Description of the Area Commissioner, 2001:3).

On 22 January 2007, because of the restructuring process of the police the Area Commissioner's office, which the researcher had occupied, was phased out, and replaced with a temporary structure called the Nodal Support Centre.

Following this development, the researcher was redeployed to Empangeni police station as Station Commissioner. His functions included the same functions as those which were performed at Madadeni in a similar post (Job Description of the Station Commissioner, 1996:3). The researcher held the post of Station Commissioner until 31 January 2009, after which he resumed his functions as a Cluster Commander in February 2009 (Job Description of Cluster Commander, 2009).

The researcher was appointed as the Cluster Commander for the Empangeni cluster from February 2009 to October 2010 (Phahlane, 2008, Ngidi, 2009). This structure has been created by the restructuring of the police service on the closure of the policing areas. The researcher was responsible for five police stations (Empangeni,

Richards Bay, Esikhawini, Mtunzini and Ntambanana) (Operational Plan: Kwa Zulu Natal 2008/2009:9). His responsibilities included:

- (a) Ensuring that all station commissioners remain liable for effective and efficient operational police functions in their respective police station precincts within a demarcated cluster,
- (b) Ensuring that all station commissioners remain liable for effective and efficient in support functions in their respective police stations,
- (c) Managing the utilization of information supplied by a crime intelligence station within their demarcated cluster, and ensuring the effective and efficient management of information centre (MIC) within the cluster (Job Description of the Cluster Commander, 2009:2).

From 18 October 2010 to the end of January 2011, the researcher has been temporally deployed as cluster commander at the New Castle policing cluster. This includes Madadeni police station. This means in practice that the researcher is privileged to have a thorough and an in depth understanding of the Madadeni police environment. The researcher's family is also residing in this town.

The researcher has attended the following internal courses:

- (a) VIP courses at Ulundi and also Soshanguve Training Centre,
- (b) Explosive identification and handling course,
- (c) Swat (Special Weapons and Tactics) course in Tongaat training centre,
- (d) Computer courses (Crime Administration System (CAS), circulation (property, stock and persons), CAS for commanders) at Newcastle Training centre, and
- (e) Station Management Programme attained at the University of Pretoria.

Academically the researcher has attained the following qualifications in various institutions:

- (a) Diploma in Police Administration attained at Technikon SA - 1993,
- (b) Advanced Diploma in Business Management attained at Technikon SA - 1996,
- (c) Presidential Strategic Leadership Programme – (PSLDP) (accredited with the status of Honours in Public Administration) attained at North West University (NWU - 2006),
- (d) Magister Technologiae: Business Administration, attained at the University of South Africa (UNISA - 2007),
- (e) Masters Degree in Development and Management, attained at the North West University – (NWU) Potchefstroom Campus (2010).

The researcher believes that his personal involvement in the police, past experiences, background knowledge and especially his practical managing of Madadeni police station, provided him with a sound and thorough understanding of any challenges at this police station. His current deployment as cluster commander in this area further serves as a huge advantage in terms of access to firsthand information.

## **2.9. ETHICAL CONSIDERATIONS**

According to Saunders *et al* (2007:178) and Moorhead and Griffin (1998:576) ethics are defined as the ‘appropriateness of your behaviour in relation to the rights of those who become the study subject of your work, or are affected by it’. Saunders *et al* (2007) further stipulate that ethical issues during the data collection process and for the duration of the research must be considered. In relation to this study, the researcher adhered to correct ethical behaviour, guided by the South African

Constitution, Act 108 of 1996 and the SAPS Code of Ethics (Operational Plan: KwaZulu-Natal,2006/2007:7) in dealing with people.

The researcher therefore ensured that no participant was exposed to any form of physical or psychological harm. The researcher has strived throughout the research process to display the highest degree of honesty, respect and trustworthiness towards the participants (Leedy & Ormrod (2005:102).

- (a) Both the researcher and the participants were clear with regard to confidentiality of the research process as well as its outputs. The information of the participants as well as shared issues during the data collection process or interviews were regarded as private information, and where the participant preferred not to be mentioned his or her decision was respected.
- (b) Full explanations were made to participants regarding the purpose of the research and the participants could withdraw at any level of the process. The researcher obtained verbal consent from participants prior to engagement in any conversation, interview or observation (Creswell et al. 2007:298).
- (c) Prior enquiries and confirmations were also made as to whether they would be available for any further interviews during the research process should there be a need to clarify a particular issue emanating from previous conversations or interviews.

It was important for the researcher to remember that should a follow-up interview be required, the process had to be explained afresh for the participants to participate with

understanding. The researcher has made it a point to acknowledge all his sources and he has never created the impression that all that is presented are his views and opinions. This has been done to avoid any form of plagiarism.

## **2.10. SUMMARY**

This chapter presented the research method that the researcher has used in this study, namely, the qualitative research method. This approach has assisted him to speak to people, to conduct interviews, to have discussions with different people, individually and in groups, within the Madadeni policing area, and *inter alia*, also to look at and to review documents.

The target groups were individual people, families, churches, schools, business and other organizations. The researcher is also a police officer who has served for a period of 31 years, which places him in an advantageous position to understand the inner-workings of the police in this particular area. The researcher has concluded this chapter by making remarks on ethical issues. In the following chapter, Chapter Three, the focus will be on the current situation at Madadeni police station, and the purpose of this discussion is to assist the reader to understand why respondents perceive Madadeni police in the manner that they do.

## CHAPTER THREE

### MADADENI POLICE STATION FROM 1968 TO 2010

#### 3.1. INTRODUCTION

In this chapter the researcher is discussing aim three, namely, evaluating Madadeni police station from 1968 to 2010, with special emphasis after 1994. A good understanding of the police station during this period will assist the reader to better comprehend how residents see or perceive the police and policing after 1994.

Before the establishment of Madadeni police station the township and surrounding areas were served by the Newcastle police station which is about 20 km away (section 1.13). Madadeni police station was established in 1968 by the South African Police (SAP) in order to cater for the safety and security needs of the population in a growing Duckponds township (Mdluli, 2009 & M.D. Mbele, 2008).

The police station is situated on the western part of the township and east of Newcastle town (section 1.10; 1.13). The station can be accessed through five other entrances. These are: Cavan farm, Nine Miles, Etheke through N section in Stafford Hill, Lista farm and *Ingqayizivele* Hostel from Utrecht (B.J.Sibiya, 2009 & Zikhali, 2009). The police station is still in its original position with minimal changes that were effected in the original structure. The station is currently servicing a population that is estimated at 227 580 in a radius of about 112 square kilometres (Statistics SA, 2001). Its area of operation covers both the township and the rural areas. The police station does not have any satellite police station under its control (B. J. Sibiya, 2009 & Alexander, 2009).

The police station is briefly discussed in relation to its operations and structures before 1994. The researcher also discusses the police station during its era under the ZP. The functions of the police at Madadeni include:

- (a) The preservation of the internal security of the Republic,
- (b) The maintenance of law and order,
- (c) The investigation of any offence or alleged offence,
- (d) The prevention of crime (Mtshaulane, 1997:27).

The first part of chapter 3 describes the situation in Madadeni before 1994. The latter part of the chapter portrays the situation as it prevails today (2010) at Madadeni police station.

### **3.2. BRIEF OVERVIEW OF THE POLICE BEFORE 1994**

Before 1994 policing in South Africa was conducted in an environment that did not accept people as being equal before the law. The policies (Standing Orders and Regulations) that governed the police created a number of hurdles that inhibited black members from exercising their power as was the case with other races. These referred to the prohibition of black members to arrest white persons. The laws of the country very often made criminals out of black people and rendered them subordinate in status to other races (Shaw 2002:1). The police in Madadeni also experienced these hurdles and had to enforce the law. Black members were in terms of the Group Areas Act, 1948 allowed to work in the so called white areas but could not be allowed to be residents in such places.

#### **3.2.1. The pre-1990 command and control of the Police**

The command and control of the police force was vested in the Commissioner of Police in Pretoria. For effective control of the police force the powers and functions of the Commissioner were further delegated to the Divisional Commissioners. In the

case of the Natal province there were three Divisions located in Pietermaritzburg, Durban (Port Natal) and Port Shepstone (Luthuli, 2009 & M.L. Khanyile, 2009). In addition to the Divisional Commissioners' level of command, the police command was further delegated lower to Districts Commandants' (usually at the rank of Lieutenant-Colonel or Colonel) who were the first level of command above the station commander. Madadeni police station was accountable to the District Commandant at Dundee since 1968 until 1978. The District Commandant's office was relocated to Newcastle during the latter part of 1978 (B.E. Khumalo, 2009; Mdluli, 2009).

The District Commandant was, amongst others, responsible for effective crime prevention and investigation of crime, sound administrative functions, discipline and general control of the station (Dube, 2009 & M.E. Mbatha, 2009). The command structure of the District Commandant had two operational pillars that had to ensure effective prevention and investigation of crime at the stations. These were the District Crime Prevention Officer (DCPO) and the District Criminal Investigating Officer (DCIO). The district officers were also responsible for stations' inspections and to adjudicate in disciplinary matters at stations on behalf of the District Commandant (G.G. Sibiya, 2009 & Luthuli, 2009).

### **3.2.2. Police approach and strategies at Madadeni**

The government policy of separate development and apartheid (1948) respectively impacted on the prevention and investigation of crime. The people (non whites) were not treated and deemed equal before the law and this impacted negatively on police approaches. The resources were not equally distributed, for example, vehicles, and human resources; the building and maintenance of police stations between white and

black areas. Policing in South Africa has always been described by the majority of people as being reactive in nature (Shaw, 2002:3). This view was particularly aligned to the fact that no formal structures existed that addressed the crime generators, community involvement and partnerships aimed at minimizing the chances of crime being committed. The traditional reactive model of policing can be described as simply “awaiting for a call in order to act”, while proactive policing on the other hand relies upon three major inputs, namely; optimal use of intelligence, informants and surveillance (<http://www.mightystudents.com/essay/reactive.policing.differ.65409>).

### **3.2.3. Crime prevention units and applied strategies at Madadeni**

The police station depending on its size, had limited members dedicated for the prevention of crime duties within the station area. According to Shaw (2002:2) crime prevention was conducted in white areas to ensure that crime was reduced, while in black areas operations were conducted to ensure the control of black people from moving freely and to prevent them from committing crimes in white areas.

In order to address crime threats within the police district police members were identified and trained to deal with crime prevention duties, but they were retained at their original stations. Madadeni was no exception to other stations within the District (M. D. Mbele, 2009). These members were ready for mobilization and deployment to any station that was prioritized by the District Commandant. The unit was mainly deployed to reinforce the station crime prevention units on patrols, to do observation duties to target the mostly committed crimes in the station area and to conduct sweep operations to clear undesirable characters in the streets or other public places. The

patrols were conducted on vehicles and where applicable on foot (SAP Yearbook 1991: 233).

The Dog Unit has always been stationed in Newcastle and operated at Madadeni on an *ad-hoc* basis. It was only during the era of the Kwa Zulu Police that Madadeni (1980–1990) had a Dog Unit stationed therein. The use of the Dog Unit was effective in terms of patrols and following ‘spoor’ in instances of housebreaking (Nyasulu, 2008; Sithebe, 2008). The units that were mostly used in augmenting crime prevention duties at the station included the dog unit and the reservists. In order to multiply the number of police members available at the station the recruitment of reservists has always been viewed as a viable option in supplementing crime fighting. In terms of the policy that governs the employment of reservists they are required to serve at least 16 voluntary hour a month, lest they are deemed inactive and discharged from service (C. Buthelezi, 2008; G. Dlamini, 2009).

In 1992 the SAP established the Internal Stability Unit (ISU), to specialize in crowd control functions. The unit was limited to riot matters and was very rarely employed for crime prevention duties. It was employed in conducting roadblocks in the absence of any emergency with regard to their primary mandate. The units operated at the Divisional level and were mandated to operate across a number of Districts and police stations (S.H.R. Masondo, 2009 & Pillay, 2009). The prevalent strategies that were applied to prevent crime in Madadeni included: walking the beat, driving bicycles, and later driving vehicles on patrol, roadblocks, raiding places and tracing known suspects (B. E. Khumalo, 2008).

The strategy to raid and trace suspects who could not be located easily was to ensure that no known suspect would roam the streets of Madadeni while being sought for a particular crime. During the operations people were randomly searched for possession of dangerous weapons, drugs, suspected stolen property and to check whether black males were in possession of a reference book. It was an offence to conduct street trading and owning a tuck-shop which resulted in many people being arrested for carrying out this type of business (B.E. Khumalo, 2008; M.D. Mbele, 2008).

### **3. 2.4. Investigation of crime**

Crime investigation at stations was done under the dual command of the Station Commander and the District Crime Investigating Officer (DCIO). The SAP 6 report is used as a measurement instrument for the performance of detectives as well as for crime prevention units. This instrument was used to evaluate the effectiveness of crime prevention by measuring the number of cases reported as per columns 1.

The effectiveness of the detectives is measured by the number of cases sent to court with arrested persons as per column 3, but also on columns 4, 5, 6, 7 and 8 (Banda, 2009; D. Nkabinde, 2009; section 3.9 & Table 3.3). The columns alluded to above signify the performance of the station as indicated hereunder. Column 1 refers to cases reported during the specific month; column 3 refers to cases referred to court with arrested persons, columns 4, 5 and 6 refer to cases which after investigation are closed before court. Through investigations it could transpire that in some instances no crime was in fact committed, and a false case had been reported whereupon the case was withdrawn by the complainant as no evidence could link a person to the crime (undetected). Column 7 refers to the cases that are still under investigation (not completed) at the station (Crime Information Management Centre, 2009).

According to M. D. Mbele (2009) and J.M.Mhlongo (2008) the many stabbing incidents witnessed today result from the decriminalizing of the carrying of dangerous weapons. During the 1960's to the 1990's (30 years) the carrying of an 'okapi 'knife was a serious crime and anyone found in possession thereof was viewed as a threat to other people and was arrested. This was a proactive action aimed at preventing the stabbing of people, thus decreasing assault with intent to do grievous bodily harm (GBH), attempted murder or murder. The decriminalizing of the carrying of dangerous weapons in a public place makes it easier for criminals to commit life threatening crimes with weapons other than firearms. The strategies that were applied are heralded by those who were applying them in the sense that the township and surrounding areas did not have these types of crimes as it is currently the case.

The registers that were crucial in the functioning and control of the detective unit included: the General Case Book (GCB), Case Registers, Informers' Register, Inquest Register and the Fingerprint Register (SAP184). The registers that were crucial in the functioning and control of the crime prevention unit included: arrest register, suspects register, vacant houses register (SAP 102), and the patrol register (Mbudu, 2009; B.O. Maseko, 2009).

### **3.2.5. Investigation – Specialized Units**

The under-listed specialized units were available to render operational support to Madadeni police station before 1994. These included: the Fingerprint Unit (now called the Local Criminal Record Centre), Vehicle Theft Unit (now called the Vehicle Identification Section) and Stock Theft Unit. All specialized units were located / and are (still) located at Newcastle, and are only operating at Madadeni on request. The

KwaZulu Police Fingerprints Unit was then located at Osizweni police station and the Stock Theft Unit at Nqutu (S.A. Dlamini, 2009; Dlamini, 2009).

### **3.2.6. Charge office**

The charge office has always been a central point for the police, interacting with the community to register and record cases. It was responsible for the administration of the police cells; that is, to ensure that detained people were well treated and their needs were met according to the minimum standards that were laid down (M.D. Mbele 2009; G. Dlamini, 2009). The charge office had a counter that separated the restricted area, used by members on duty from the area used by the community, who had come to report crime and brought complaints to the police.

The telefax and manual telephones were the only available means of communication. Computers were introduced to Madadeni police station only in 1996 (G. Dlamini, 2008; B.O. Maseko, 2009). The record keeping in the charge office, crime prevention, detectives and administration components were manually conducted. Some of the registers were designed for common use by all sections in order to coordinate all police activities, like the Occurrence Book (OB), Crime Register (CR), Cell Register (known as the SAP 14), Information Register (IB) and the Financial Registers (Bail & Admission of Guilt Book).

### **3.3. MADADENI POLICE STATION IN THE KWAZULU POLICE ERA - 1980 TO 1994**

The KwaZulu police was the product of a political development and Madadeni police station was one of the KwaZulu police stations. Between 1980 and 1994 the South African Police (SAP) and the Kwa Zulu Police (ZP) were operating as two different police stations in an area that was once served by Newcastle police station and

Madadeni respectively, under the control of the SAP. The situation where two police forces operating in one area was exploited by political elements, more than criminals, and also developed professional jealousy between the two police agencies. While some members in both police forces exercised professionalism and partnered against crime, some SAP members in Newcastle claimed superiority over the ZP members. The perceptions of superiority that prevailed in some SAP caused tensions which diluted the working relation amongst the members. Coincidentally, most of the crime suspects for the Newcastle police station were residing at Madadeni and Osizweni which were KwaZulu police stations (M.D. Mbele, 2008; Banda, 2008).

In terms of structures and working procedures, there were minor differences introduced by the Kwa Zulu police in comparison with that of the SAP, as originally set by the SAP. During the period of its existence, Madadeni police station was outgrown by its area size and human resources. In order to increase the number of offices the Kwa Zulu Police department purchased 5 blocks of park homes with 4 offices each, a total of 20 offices for Madadeni. These offices were used by the detectives in an attempt to accommodate at least two detectives per office and promote privacy to complainants (S. Mtambo, 2009, Mkhwanazi, 2009 & S.P. Shabangu, 2009).

### **3.4. MADADENI POLICE STATION FROM 1994 TO 2010**

The amalgamation process brought together all eleven police forces to create the South African Police Service (SAPS), under the command of the National Commissioner. The command and control of the service was further decentralized to provincial, area and station levels in terms of section 205 (1) of the Constitution (Constitution, 1996:119). In the case of Kwa Zulu Natal province two police forces,

namely, the South African Police (SAP) and the Kwa Zulu police (ZP) was the subject of amalgamation. Madadeni police station has 253 members to serve the current population of 227 580 (Station Intelligence Profile 2009). The National Commissioner F. G. Fivaz developed the first operational plan of the SAPS that laid the foundation for future operational plans at all levels of police service (Annual Plan of the South African Police Service, 1996/ 1997:28 / 43 & B.O Maseko, 2010).

#### **3.4.1. Station infrastructure**

The police station, at the time of data gathering (2008/2009), had a Community Service Centre (CSC) which was known as the Charge Office. It is the station's front desk where the communities interact with the police at any given time. The station has 21 offices that are distributed amongst the support services, detective services and visible policing components. The station's operations are fully automated with regard to the registration of cases and equipped with intranet and email facilities that enhance internal and external communication. A mortuary that has a capacity to accommodate about 15 bodies was built in 1984 during the era of the Kwa Zulu police, and was taken over by the Department of Health in Kwa Zulu Natal in 2006 (B. J Sibiya, 2009; P Mthimkhulu, 2009).

#### **3.4.2. Resources of the station**

In order to ensure that an organization is effective and efficient, it is important to analyse its internal setup and strike a balance between its inputs and output (Daft, 1994:14). According to Mohr and Fourie (2000:8) there are three types of resources which produce products and render services. These are: natural, human and man-made (physical) resources. Table 3.1 (a-c) indicates the number of human and

physical resources allocated to Madadeni police station during 2008 and the level of development provided.

**Table 3.1 (a): Madadeni Police Station Human Resources**

HUMAN RESOURCES			TOTAL
SAPS	CLERKS	RESERVISTS	WORKFORCE
173	28	20	221

**Table 3.1 (b): Madadeni Police Station – Training and Development status**

TRAINED				TOTAL
UNIFORM	DETECTIVES	CLERKS	RESERVIST	UNTRAINED
				WORKFORCE
130	30	18	20	23

**Table 3.1(c): Madadeni Police Station Physical Resources**

VEHICLES			TOTAL	COMPUTERS		
PATROL VANS	SEDANS	BUSSES		DET	VISPOL	SUPPORT
25	19	5	49	34	10	8

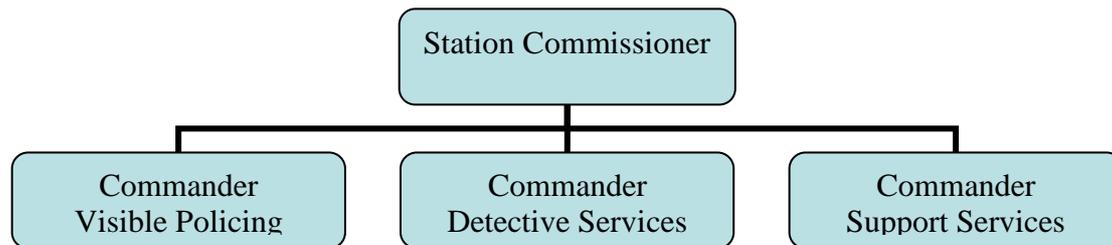
(Madadeni Resource Allocation Guide, 2008 & B.J Sibiya, 2009)

### **3.4.3. Organization of Madadeni Police Station**

Ehlers and Lazenby (2006:205) indicate that an organizational structure is the framework within which the strategic process must operate to achieve the organizational objectives. The organizational structure does not only assists management and the entire workforce in the identification of the tasks that are necessary for strategic implementation, but also facilitates effective command and

control (Figure 3.1 a-b). When it comes to Madadeni the following information was made available during the financial year 2008/2009.

**Figure 3.1: Organization Chart of Madadeni Police Station**



(Adapted from Madadeni Police Station Operational Plan 2008/2009:3)

#### **3.4.3.1. The functions of the station commissioner**

The current station commissioner of Madadeni police station is Director B.J. Sibiya who was redeployed through the restructuring process in 2007. Director Sibiya was initially appointed as the Deputy Area Commissioner in Uthukela policing area which was based in Newcastle. Senior Superintendent Mchunu was appointed Station Commissioner in 2005 and he was redeployed as the commander for crime prevention at Madadeni police station during the restructuring process (Station Plan, 2008/2009 & Madadeni Duty list, 1/2009).

The interim directives governing the restructuring process deployments outlines that the Station Commissioner is accountable to the Deputy Provincial Commissioner: Policing – Assistant Commissioner Masemola (Ntanjana, 2007; B. J Sibiya, 2009; B.O. Maseko, 2009).

The duties of the Station Commissioner include:

- (a) Establishing and maintaining crime prevention and detective services,
- (b) Developing and implement operational plans for the station,
- (c) Institutionalizing and operationalizing the vision, mission and values of the SAPS,
- (d) Managing the resources of the police (human, financial, information and physical) at station level, and
- (e) Institutionalizing the community policing philosophy in the station's area (Standing Order (G) 28:1992 and Job Description of the Station Commissioner, 2002:2).

The Station Commander is by virtue of appointment required to manage the police station in accordance with section 195 of the Constitution (1996) (Van der Waldt, 2004:8). In order to ensure an effective, efficient and cost effective police station the Station Commander must apply universal management functions which include planning, organizing, leading and controlling. The adherence to and implementation of departmental policies relating to all facets of policing, for example, human resources, physical resources, financial and information enhance the station's performance (B.O. Maseko, 2010).

To ensure that the Station Commander attains the departmental goal and achieves set objectives for the station an enabling structure is provided that is comprising of operational and support components. The effectiveness of the station depends on sound command, and control. In this regard, the station is anchored on three pillars,

namely, visible policing, the Detectives and the Support services (Stoner, 1995:6 & B.O. Maseko, 2009).

### **3.5. OPERATIONAL COMPONENTS AT MADADENI POLICE STATION**

Visible policing is an all-inclusive concept referring to all uniformed components. These include: crime prevention unit at the station, community service centre personnel, the Dog Unit, Crime Combating Unit, Operational Response Services (Task Force, Air-wing), Police Emergency Services and court personnel. These are members who, owing to their uniform and visibility create a sense of safety and security amongst the community members (Clayton, 2009; Hunter, 2009).

In the following paragraphs the researcher discusses the composition, roles and responsibilities of each component and section at Madadeni police station. To assist the reader to better comprehend the present composition and functioning of Madadeni police station, the researcher presents the different components and prescribed functions. This approach will assist the reader to further understand why the respondents perceive the police and policing as they do (section 4.5).

#### **3.5.1. Crime Prevention component functions at Madadeni**

Madadeni police station's crime prevention component has a Senior Superintendent (Senior Superintendent Mchunu) as commander. The component is responsible for ensuring a safe and secure environment within the station's area of responsibility. There are four sub sections within the crime prevention sub-component; namely the crime prevention unit, social crime prevention, court personnel, the Designated Police Officers (Firearm Officers - DFO) and the Designated Liquor Officer - DLO) (B.A.

Mchunu, 2008). Below is the outline of what each of the subsections is engaged in at Madadeni police station.

The crime prevention component has the responsibility of managing, controlling and combating crime in the station area in order to ensure a safe and secure environment (B.A. Mchunu, 2009; E.B. Mdlalose, 2009). The key performance areas for the commander of crime prevention include: the management of visible policing activities, managing and aligning the activities of this unit with the station's strategic objectives and priorities, supervising sector policing and social crime prevention, promoting and maintaining good public relations, interrelationships and the image of the SAPS, and to manage and control the human and physical resources of the station (Job Description, Crime Prevention Commander, 2003:1).

#### **3.5.1.1. Crime Prevention Unit at Madadeni police station**

The station has allocated fifty three members to the crime prevention unit who are divided into four shifts of thirteen members, comprising 31% of the station's functional members. The component has thirteen vehicles which constitute 26.5% of the station's fleet. The national formula that is used to allocate vehicles to uniformed members is 4:1, which means, that there is 1 vehicle for every 4 uniform police members. As the members, assigned for crime prevention duties, are working shifts of 12 hours, logic informs that vehicles are handed over to the incoming shift at the end of the shift (Madadeni Resource Allocation Guide, 2008; Duty List January 2009, & SCM Fleet Management Manual, 2006:23).

The station has 20 active reservists who volunteer their time to multiply police human resources in the fight against crime. The reservists constitute 10% of the functional

members of Madadeni police station. They (reservists) are by policy required to serve a period of 16 hours a month voluntary service. The police service has made funds available to the police station during the 2008/2009 and during the 2009/2010 budget-period, to mobilize reservists for at least 16 shifts per month for specific crime prevention operations against payment (Mabaso, 2009; Kheswa, 2009).

### **3.5.1.2. Uniformed Specialized Units**

There are two uniformed specialized units operating at Madadeni from Newcastle town where they are situated. These include: the Dog Unit and the Crime Combating Unit (formerly called the Area Crime Combating Unit).

#### **3.5.1.2.1. Dog Unit**

The Dog Unit is presently operating at Madadeni on request by operational members or on their own accord if they are following up information on crime and criminal activities (B.A. Mchunu, 2008; B.C. Maseko, 2009). The Unit serves eight police stations and the arrangement is viewed by some members at Madadeni as retention of the status quo.

The status quo, in this context refers to the location of specialized unit in the former white area (Newcastle), in order that they benefit Newcastle police station in terms of visibility, and response time. The previously disadvantaged police stations like Madadeni still do not receive direct benefits from the Dog Unit despite it being mostly affected by contact crimes compared to Newcastle (Mabizela, 2009; Barnard, 2009; H.S.R. Masondo, 2009).

#### **3.5.1.2.2. Crime Combating Unit**

Before 2007 Madadeni police station depended on *ad hoc* services of the Area Crime Combating Unit (ACCU). During the restructuring process of the South African Police Service in 2007, 30 members of the Area Crime Combating Unit (ACCU) were placed at Madadeni for crime prevention purposes. The deployment of ACCU members to Madadeni increased the number of members in the crime prevention unit from 53 to 83 (Madadeni Duty list for January 2009; BA Mchunu, 2009 & B E Mdlalose, 2009). The members are divided into four shifts of 20 over a period of 12 hours. The station has a plan that outlines the targets for the financial year. The station does not have weekly or monthly plans which are developed to operationalize the station plan. Such plans are developed to address specific crime problems identified through the Crime threat analysis (CTA) and crime pattern analysis (CPA) (B.A. Mchunu, 2009; Alexander, 2009 & H.S.R. Masondo, 2009).

#### **3.5.2. Social Crime Prevention at Madadeni**

The station has indicated that it is engaged in partnerships with business, community / communities and other organizations in the area. The social crime prevention section at the station is responsible for all partnerships and projects that involve the Community Police Forums, Sector Policing, Business Against Crime (BAC) and the safety of schools. Each sub-section is required to carry-out specific and joint functions that are intended to augment the general crime prevention strategy (Moloi, 2009; Mtshali, 2009 & J.J. Zondo, 2009).

The broad scope of activities introduced in transformational policies aimed at strengthening the prevention of crime suggests a multi faceted approach. The current requirements by section 205(3) of the Constitution (1996) pose challenges to the

police to ensure and deliver a safe and secure environment for all (B. O. Maseko, 2008).

According to Van Aardt, Van Aardt and Bezuidenhout (2003:61) a partnership is described as a contractual relationship between two or more persons (known as partners) but usually not more than twenty, who practise a lawful business to which every partner has to contribute something with the objective of making a profit to be distributed among them.

In the business set-up, ordinary and extra ordinary partnerships are found. Ordinary partnership refers to an arrangement where partners contribute and share responsibilities for the success of the business. Extraordinary partnership on the other hand can further be subdivided into two types, that is, the anonymous and dominant partnerships with different characters (Van Aardt, et al, 2003:62).

In terms of police community relationship and partnerships in Madadeni, there seems to be partnership agreements between the police and different stakeholders in the community, but the precise role functions of these partners needs perhaps better clarification and attention in future (B. O. Maseko 2008; Ras, 2008).

#### **3.5.2.1. Community Police Forum and Partnerships**

South Africa adopted the concept of community policing in about 1991 as a way to involve communities in policing matters. This approach was taken in an effort to bridge the gap of hatred, mistrust and enmity between the police and communities which were created by the then system of governance (Shaw, 2002:26). Madadeni police station has a community police forum (CPF) that comprises of nine member

executive committee. This structure has eight sub forums of seven members each. The station also has a Youth Desk structure whose target group is the youth in the Madadeni policing area.

The Youth Desk has its executive committee that is made up of nine members and 12 sub committees. The community police forum (CPF) and the Youth desk have jointly conducted two crime prevention awareness programmes (Kheswa, 2009; J.J.Zondo, 2009). The main objectives of community policing forums are outlined in section 18 of the South African Police Service Act no 68 of 1995 as to:

- (a) Establish and maintain of partnership between the community and the service,
- (b) Promote communication between the police and the community;
- (c) Promote cooperation between the police and community in fulfilling the needs of the community regarding policing;
- (d) Improve the rendering of police services to the community at all levels;
- (e) Improve transparency in the service and accountability of the service to the community; and
- (f) Promote joint problem identification and problem solving by the service and the community (Smit, Minnaar & Schnetler, 2004:85).

In the Madadeni area, the following under listed examples were cited as partnership projects that were undertaken during 2008. These include:

- (a) The school safety projects,
- (b) Anticrime road shows,
- (c) Talk shows in the Newcastle Community Radio,

- (d) 16 days of 365 days of no crime against women and children,
- (e) Stock branding,
- (f) Anti rape and
- (g) Saying 'No' to receiving stolen goods (J.J. Zondo, 2009; Mtshali, 2009).

The main role-players in partnerships policing projects included the Departments of Health, Education, Social Welfare and Population Development, community members via CPF's / Youth desk and Non-Governmental Organizations (NGOs). The station reports that the above projects have yielded good results, which, led to the reduction of crime, and promoted community involvement in the fight against crime (J.J. Zondo, 2009; Mncwango, 2009). However, it seems that more can be done (B. O. Maseko, 2008).

### **3.5.2.2. Sector Policing**

The White Paper on Safety and Security (1998:17) defines 'sector policing as a method of policing in which smaller manageable geographical areas are policed within a police station precinct. This involves all role-players in the identification of particular policing needs in each sector and addressing the root causes of crime in each sector/ area (Ras, 2008; B. O. Maseko, 2008). Madadeni police station has indicated that it has implemented sector policing as a strategy to fight crime.

It has four sectors in place and all in phase five, which means that the Sector Policing Forum (SPF) is in place and its activities are now running smooth. In practical terms, Madadeni's area of about 112 sq km with a population of about 227 580, has been demarcated into four sectors with one sector that is almost 27 sq kilometres large, responsible for about 56 645 people (Maroga 2003:14; Dixon & Rauch 2004:25;

B.O.Maseko, 2009). During 2008 the station held eleven meetings in each sector, resulting in 44 meetings related to sector policing matters. Sectors are also engaged in Community Police Forum (CPF) projects and both structures share office bearers (Moloi, 2009; J.J. Zondo, 2009, B.A. Mchunu, 2009).

The South African Police Service's approach to sector policing is designed in five phases of development. The first four phases are preparatory, while the fifth phase indicates the smooth functioning of the sector and the level where the police officers and members of the communities are together able to identify problems and seek solutions to those problems (Maroga, 2003:14).

Phase one of sector policing entails the decision that is taken by the station in determining the number of sectors appropriate within the station area; based upon the station's size, population, diversity and its capacity to deliver. In phase two the station compiles the profile for each sector, which entails:

- (a) The identification of root causes of crime within the sector,
- (b) Factors that inhibit effective crime prevention,
- (c) Propose the means to eliminate those factors,
- (d) Identify key role players within that sector, forge partnerships with community based organizations and non governmental organizations in that area (Maroga, 2003; B. O. Maseko, 2008).

In phase three the Station Commissioner appoints the sector managers for each sector and assigns responsibilities to them and members of the police service attached to the sector. Amongst others they are required to:

- (a) Acclimatise them with the sector, establish sector forums,

- (b) Arrange meetings and organize other events in the sector,
- (c) Liaising with all other role players, initiating crime strategies based on the profiling and the dynamics of the sector and keep the station commissioner informed (Dixon and Rauch, 2004:25).

Phase four entails the establishment of sector policing forum (SPF) to which all stake holders are represented. The consultative forum is constituted of a secretary, and a chairperson appointed by the participants. Their functions include: conducting monthly meetings, the identification of crime prevention strategies, and the co-ordination and implementation of sector policing activities (Maroga, 2003:14).

### **3.5.2.3. Designated Police Officers**

There are two offices at Madadeni that fall under the term ‘Designated Police Officer’, namely, the Designated Firearm’s Officer (DFO) and the Designated Liquor Officer (DLO). The offices of the Designated Firearms Officer, together with the Designated Liquor Officer are accountable to the commander of crime prevention at the station.

#### **3.5.2.3.1. Designated Firearms’ Officer (DFO)**

The section DFO is responsible for the administration of the Firearms Act 60 of 2000 at the station. The administrative functions carried out in this office include: the receipt and processing of new and renewal applications for firearm license holders, and conduct some inspections at public institutions (for example the Department of Social Welfare and Population Development, Magistrate’s office), private organizations and to conduct investigations relating to the alleged contraventions of any provisions of the Act (Nxumalo, 2009; B.C. Maseko, 2009 & Mhlungu, 2009).

Madadeni police station does not have Firearm Dealers in its station precinct and does not perform any firearm related work for other police stations (Mtshali 2009; Mhlungu 2009). The station currently registers a yearly average of 567 competency certificates, firearm renewal applications and 482 new firearm license applications (Moloi, 2009 & B. C. Maseko, 2009).

#### **3.5.2.3.2. Designated Liquor Officer**

The Designated Liquor officer is responsible for the administration of the Liquor Act no 27 of 1989. Such administrative processes include:

- (a) Processing of new applications for liquor licences, and conducting interviews with applicants,
- (b) Personal visits and inspection of premises,
- (c) Conduct special crime prevention operations relating to the contraventions of the Act.

The inspection of premises is conducted to ensure that applicants and dealers comply with the legal requirements during applications and for the duration of their operations. The designated liquor officer is the departmental representative at the Liquor Board. The station has recorded 15 applications during 2008 which were processed in the KwaZulu Natal Liquor Board and none was finalized in that year (Moloi, 2009 & Mtshali, 2009).

The station is facing crime challenges aligned to liquor/ drug abuse and irresponsible drinking. This situation emanates from uncontrolled illegal sales of liquor by shebeens, which translates into anti-social behaviours in the township, especially amongst the youth. Shebeens are liquor outlets that are not licensed to conduct liquor

business. Besides, illegal liquor trade, there are also contraventions by licensed liquor businesses where the conditions of licenses are contravened and under-aged people are supplied with liquor (Moloi, 2009; Mhlungu, 2009).

### **3.6. THE PRESENT COMMUNITY SERVICE CENTRE AT MADADENI**

The community service centre is the nerve centre and a front desk of the station. This is the place where members of the community interact with the police to register cases, lodge complaints and conduct general enquiries. The CSC also fulfils the role of a coordinating centre of general police activities. The community service centre is allocated 60 members (35% of the station strength), inclusive of four data capturers. The sum total of members is divided into four shifts of 15 members (9 %) each, and 4 vehicles (8 %) to carryout CSC duties (B. O. Maseko, 2008).

The community service centre is operating on a 24 hour basis with each relief headed by a Captain who is responsible for the smooth running of the CSC, speedy and professional attendance of any complaint. The complaints lodged to the police are, either telephonically or through personal visits to the station (Oberholzer, 2009 & Marumo, 2009). Amongst others the community service centre commander has to: ensure that the CSC receives and refers complaints to the complaints attendance vehicles, renders commissioner of oaths services, certifies documents, receives lost and found property, handles enquiries, accepts admission of guilt fines and bail monies, registers cases, visits the cells as prescribed and attend any complaint (Oberholzer, 2009 & B.A. Mchunu 2009).

### **3.6.1. Police cells management**

The community service centre, in addition to being a front desk of the station is also responsible for the management of the police cells which entails ensuring: the welfare of arrested persons in accordance to the dictates of the law (Oberholzer, 2009 & B.R. Khumalo, 2009).

### **3.6.2. Court personnel**

The station has sixteen members who are dedicated to court duties. The court personnel constitute 9.2 % of the stations work force and have two vehicles which make up 4% of the station's fleet. The court personnel are accountable to the crime prevention commander and are assigned the following responsibilities: to escort arrested persons to and from court, to assist in securing the attendance of accused persons in court for the duration of the proceedings, to ensure the safety of the court officers and to ensure that arrested persons do not escape from lawful custody.

Madadeni police station is serving the Madadeni magistrate court which has three District courts, a Regional court and a periodical High Court. The convicted criminals serve their sentences either at Waterval Prison at Utrecht, Newcastle Prison or Ncome Prison at Vryheid (B.A. Mchunu, 2009; P. Nkosi, 2009 & A.S. Ziqubu, 2009).

## **3.7. INVESTIGATION OF CRIME**

Crime investigation is defined as observing intensely, questioning systematically and gathering information which will reveal the truth about who exactly is / was committing a specified crime (Marais & Van Rooyen 1993:17). Van Heerden (1995:182) indicates that it is a systematic search for the truth which searches for objective and subjective clues that will throw light on who has committed the crime(s). The defi-

nitions are introduced in this instance as a yard stick of the current operations of the station and the general understanding thereof.

### **3.7.1 General Investigation**

The station has a detective service component with Senior Superintendent Alexander as a commander. The detective unit has 35 members (20 %), 18 vehicles (37 %) and 16 computers (Van Wezel, 2009).

The unit commander is required to: ensure that all crimes are investigated effectively, manage all personnel allocated to the unit, receive and administer case dockets, conduct in-service-training for members in the investigation of crime, inspect case dockets, certify case dockets that are court ready and to continuously work towards the improvement of sound relations with all clients and role players in the fight against crime (Job Description: Unit Commander Detectives, 2003:1).

### **3.7.2. Crime office at Madadeni**

The station has a functioning Crime Office which was established in 2007 under the command of Inspector Kubheka. The commander of the Crime Office is accountable to the detective commander (Alexander, 2009; Kubheka 2009; Radebe 2009). After the CSC personnel have interviewed the complainant and understood the nature and extent of the problem, it then refers the complainant to the crime office for finalizing the process. This entails escorting the complainants to the scene and facilitates the solution to the problem (B.R. Khumalo, 2009; N. Dlamini, 2009).

The SAPS established crime offices at police stations in order to reinforce the functioning and effectiveness of the detective services. The crime office was

established to address some of the under-listed dysfunctions experienced by the detective service. These include:

- (a) The high number of dockets handled by investigating officers;
- (b) The non attendance of reported cases;
- (c) The slow response to crime scenes and dockets;
- (d) Unprofessional handling of crime scenes;
- (e) The high withdrawal of court cases;
- (f) Poor statement taking; and
- (g) The unavailability of the detectives after hours or the delay of detectives on standby to arrive at crime scenes (Crime Office, Implementation Document, 2007:4).

### **3.7.3. Specialised Units - Investigative units**

There are four specialized investigation units operating from Newcastle station area. These include the Local Criminal Record Centre (LCRC), the Vehicle Identification Service (VIS), the Stock Theft Unit (STU) and the Organized Crime Unit (OCU).

#### **3.7.3.1. Local Criminal Record Centre**

Madadeni police station does not have specialized units located in its precinct. All specialized units are based in Newcastle which is about 18 km away. Owing to the specialist nature of services rendered by such units, the cost of equipment required, and the type of training offered justify that they be decentralized at specific centres to serve a number of police stations. Amongst the functions this unit performs include; fingerprint investigations, photography, plan drawing, videography and forensic fieldwork (Redman, 2009; Dlame, 2009).

### **3.7.3.2. Vehicle Investigation Services**

This section was established to replace the defunct Vehicle Theft Unit (cf section 3.2.5). It is specializing on the investigation of stolen or robbed vehicles and the storage of recovered vehicles (Khanyile 2009, Mafuleka 2009).

The key performance areas for the incumbent in this post include; planning, implementing and monitoring of motor vehicle identification related operations, align the strategic direction of the vehicle identification section with that of the vehicle identification and safeguarding system (VISS), to manage and control the enquiry dockets and to control the issuing of the South African Police Identification Numbers (SAPVIN) (Job Description: Commander of the Vehicle Identification Section, 2008 and Sangweni 2009; see also Steenkamp, 1999).

The vehicle identification section is also centralized in specific centres because of its specialist nature. Members attached to this unit are trained in the identification and establishing of the origin of a stolen or hijacked vehicle's history which cannot be easily decentralized to any station (B. Ntshingila, 2009). Madadeni is served by the unit which is stationed at Newcastle and this unit also serves eight other police stations (Alexander, 2009 & H.T. Mtambo, 2009).

### **3.7.3.3. Stock Theft Unit**

The Stock Theft Unit is located at Newcastle and serves eight police stations of the Newcastle Cluster. The unit has 12 detective members who are trained in the investigation of stock theft cases. The job description of the stock theft unit commander outlines the following functions that are to be performed:

- (a) Managing the stock theft unit activities,

- (b) Managing and aligning the stock theft unit activities with detective services strategic direction,
- (c) Managing the administration and information flow for the stock theft unit and,
- (d) Managing and controlling all physical and human resources of the stock theft unit (Job Description: Commander Stock Theft Unit, 2008:1-2).

The Stock Theft Unit only reports to Madadeni when there is a case reported that falls within its mandate and when unknown stock is reported in the area (B. O. Maseko, 2008).

#### **3.7.3.4. Organized Crime Unit**

The Organized Crime Unit is the outcome of a merger between the defunct Serious and Violent Crime Unit (SVC) and the old Organized Crime Unit (OCU). The unit is responsible for crimes as referred to in section 16(1) of the South African Police Service Act, 68 of 1995.

Organised crime is described as any crime which is systematically and persistently committed on a continuous basis or determined period by a consciously concerted organized criminal group of two or more persons or a criminal enterprise, in pursuit of an undue financial or other material benefit (B. O. Maseko, 2008). Owing to the nature and design of its mandate the Unit is assigned the responsibility of investigating classified cases, including:

- (a) Investigating organised crime groups (syndicates), enterprises and high flyers involved in organised crime identified by means of organised crime threat analysis (OCTA) process or other approved techniques and /or methods used in the South African Police Service,
- (b) Effectively and efficiently investigate trans-national organised crime which crosses the borders of the Republic by the same perpetrators as well as conducting operations in terms of the Southern African Police Chiefs Cooperation Organization including repatriation of exhibits (Job Description: Commander Organized Crime Unit, 2008: 3).

The Unit is placed at a central place in order to address crimes that cut across station boundaries. The type of training offered is extensive. Thus in terms of cost it is not feasible to establish such a Unit at all stations (Mthembu, 2009 & M.P.Khanyile, 2009). This unit is also located at Newcastle and only reports to Madadeni to sign for dockets that fall within its mandate.

Members of the detectives in Madadeni believe the SAPS are not prepared to relocate the specialised units to black areas that are engulfed by serious and violent crimes (H. T. Mtambo, 2009). They believe the rationale for such placement is to accommodate white members stationed in the unit, as well as ensuring that Newcastle police station is well served as opposed to black stations, like Madadeni and Osizweni (H.T. Mtambo, 2009; Mkhwanazi, 2009; Alexander, 2009).

### **3.8. CRIME SITUATION AT MADADENI**

Shaw (2002:10-11) points out that in the past more people were arrested and convicted for what is referred to as apartheid crimes than ordinary crimes. During the 1960's to the 1970's most committed crimes were characterized by actions that only affected black people, for example; failure to produce a reference book (Dom pass), brewing of skokiaan (sorghum beer), and being found in a white area without a permit (Luthuli, 2009; M.D. Mbele, 2009).

During the 1980's crime patterns at Madadeni changed to indicate a new composition of crimes which were then reported. According to the Crime Register (no 42 /1992) the most reported crimes included; the possession of dangerous weapon (cf section 3.2.3), trespassing, and possession of dagga, common assault, and assault with intent to do grievous bodily harm, rape and theft. These types of crimes have continued to be dominant type of crimes during the nineties (Section 3.8.3; Table 3.3; B. O. Maseko, 2008).

#### **3.8.1. The policing approach**

The amalgamation process in 1995 necessitated that the police service redefines its position and approaches in order to fit in the new dispensation of governance (cf section 3.4). In response to the call for the public institutions to improve the delivery of services the SAPS introduced and reinforced; plan driven policing, proactive policing (crime prevention in all its forms), and embarked on the improvement process of the community service centre (formerly the charge office). It also reinforced the investigation of crimes and embraced performance management as a management tool (Annual Plan of the South African Police Service, 1996/ 1997:28-43).

### 3.8.2. Plan driven policing

In 1996 the National Commissioner developed a strategic direction that outlined national priority crimes which had to be achieved by all provincial and station commissioners within a financial year. The operational plan facilitated the alignment of police operations to the government system of accountability for the allocated budget (Annual Plan of the South African Police Service, 1996/ 1997:28- 43). The requirement is that specific focus areas of achievement are specified in the operational plan by the head of department at all levels.

The essential accounting levels are; the National, Provincial, and Station Commissioners (Figure 3.1). The SAPS at Madadeni had to develop a plan, execute and achieve the targets set on the under-listed priority crimes (cf Table 3.2). Service delivery is for the purpose of this study deemed to have been attained if the set objectives (quantitative targets) to reduce priority crimes and the broad goals (qualitative assessment) of the station are attained. The measurement tool used to measure performance is currently the performance chart (KwaZulu - Natal, South African Police Service Operational Plan, 2008/9).

**Table 3.2:** Indicates priority crimes that are monitored and measured by the police for purposes of Public Finance Management Act 1 of 1999

<b>Contact crimes</b>	<b>Property crimes</b>
(a) Murder	(a) Burglary residential
(b) Attempted murder	(b) Burglary business
(c ) Assault with intent to do grievous bodily harm	(c ) Theft of motor vehicle
(d) Assault common	(d) Theft out of motor vehicle
	(e) Malicious damage to property

(e) Rape (all categories) (f) Indecent Assault (g) Aggravated robbery (h) Robbery other	(f) Arson
<b>Crimes dependent on police action</b>	<b>Economic crimes</b>
(a) Possession of drugs (b) Possession of unlawful firearms and ammunition (c ) Driving while under the Influence (d) Possession of property suspected to be stolen	(a) Fraud (b) Shoplifting (c ) Theft (general)

(Service Charter South African Police Service, KwaZulu-Natal, 2004)

### 3.8.3 Madadeni's Performance on frequently committed crimes

The station's performance on the most frequently reported crimes indicates a decrease in most of its categories including those that have to be generated by the police as an indication of the proactive action. The Table below indicates the accumulated crime statistics of the most frequently reported crimes at Madadeni compared over a period of three years, from 2006 to 2008.

**Table 3.3: Frequently Committed crimes in Madadeni 2006 - 2008**

Crime	Jan- Dec 2006		Jan – Dec 2007		Jan – Dec 2008		Total crimes	
	N	%	N	%	N	%	N	%
Burglary resident	603	(43.2)	398	(28.6)	393	(28.2)	1394	(100%)
Assault GBH	450	(35)	394	(31)	434	(34)	1278	(100%)
*Drug Related cases	292	(43)	249	(37)	132	(20)	673	(100%)

Crime	N	%	N	%	N	%	Total
Common Assault	263	(40.3)	191	(29.3)	198	(30.4)	652 (100%)
Theft General	219	(40)	149	(28)	173	(32)	541 (100%)
Reckless and Negligent. Driving	184	(34)	189	(35)	174	(31)	547(100%)
Malicious damage to property	166	(37)	133	(30)	149	(33)	448 (100%)
Shoplifting	161	(44)	74	(20)	132	(36)	367 (100%)
Rape	134	(39)	110	(31)	104	(30)	348 (100%)
*Driving under the influence of liquor	131	(40)	102	(31)	95	(29)	328 (100%)
*Possession of unlicensed firearms	49	(42)	32	(27)	37	(31)	118 (100%)
*Possession of property suspected to be stolen	57	(38)	53	(35)	40	(27)	150 (100%)

(Crime Management Information Services, Pretoria, March 2009, B.O.Maseko, 2010)

**Key:** The crimes indicated with a mark \* are supposed to be increased continuously by the police to signify proactive action. Table 3.4 below depicts the station's performance in all serious crimes reported during 2008. The various columns indicate the police effectiveness rate.

**Table 3.4: The SAPS 6 crime report for 2008 at Madadeni**

<b>Month / Year 2008</b>	<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	<b>Columns 4/5/6</b>	<b>Column 7</b>
January	229	826	143	94	775
February	200	775	100	95	780
March	264	780	127	99	818
April	256	818	142	125	807
May	247	807	136	139	779
June	216	779	127	138	729
July	261	729	163	159	668
August	231	668	121	109	669
September	221	669	127	123	640
October	206	640	115	202	529
November	275	529	138	105	561
December	296	561	178	158	521

(Crime Management Information Services, Pretoria, March 2009)

Description of prioritized SAPS 6 report columns: The columns reflected in Table 3.3 above are used in the SAP6 report to signify the performance of the station. These critical columns are:

- (a) Column 1 which refers to cases reported during the specific month,
- (b) Column 2 which refers to cases that had been brought forward from the previous month as uncompleted cases,
- (c) Column 3 which refers to cases where the arrested persons were referred to court.
- (d) Columns 4, 5 and 6 which refer to case dockets which are closed before (disposed of). These situations develop where it transpires that

no crime was in fact committed (false case), where the case is freely withdrawn by the complainant (Withdrawn) or there is no evidence links any person to the alleged crime (undetected).

- (e) Column 7 refers to all cases not yet completed by the end of the month (irrespective of their age). There is a relationship and duplication of figures reflected in columns 2 and 7 in the sense that column 2 refers to cases brought forward from the previous month,
- (f) Column 7 refers to the cases that are still under investigation (not completed),
- (g) Column 8.6 refers to cases that have been previously to court and have not been disposed off. The column is further subdivided into sub columns that reflect different disposal methods in court. These refer to columns 8.6.1 to 8.6.6

### **3.9. SUPPORT COMPONENTS**

The support services component is made up of four sub components, namely human resources management, financial services, supply chain management (formerly logistics) and administration services. These sub-components are also responsible for sections that carry out all activities under their direct control and supervision ([http://www.iss.org.za/newcomponents/restructuring/organised\\_structure.htm](http://www.iss.org.za/newcomponents/restructuring/organised_structure.htm)). The station has a Support Service Head who is responsible for managing, maintaining and coordinating all human resources management, logistical and financial processes and activities intended to improve service delivery (Job Description of Support Services Head, 2003:2; Van Staden, 2009).

### **3.9.1. Human Resources Management**

Human Resource Management (HRM) is defined as the strategic approach to acquire, develop, manage, motivate and gain the commitment of the organization's key resource – the people, who work in and for the organization (Armstrong, 1993:34-35).

Madadeni police station has a personnel service section whose main purpose is to manage all functions relating to personnel provisioning, promotions and service rewards at the station level (Mabaso, 2009; Mdletshe, 2009; B.O. Maseko, 2009).

The key performance areas of the incumbent in the post include;

- (a) Monitoring and controlling of appointments (recruitment) of new personnel in the service,
- (b) Management of personnel provisioning, promotions and service rewards,
- (c) Managing the administration of transfers and human resources in the sub component (Job Description of the Supervisor, Human Resources Management 2003:1).

Some of the functions that fall in this category are Career Planning and development, Labour related matters and Training and Development. These functions are currently performed at the Accounting Station at the Newcastle police station (Mabaso, 2009; Mdletshe, 2009).

### **3.9.2. Supply Chain Management**

Supply Chain Management is described as the "management of working capital that is invested in goods, stores and services with the objective of optimizing the economic return on such investment. It entails proper planning at the budgeting phase, careful product / service selection, supplier selection and management, bidding, requisitions,

catalogue management, ordering, invoicing and payment, customer services and asset and inventory management. The process begins when the needs are identified during the strategic planning phase of the organization and when service delivery targets are identified to the point of finally disposing of an asset'' (South African Management Development Institute, 2007:23).

The police station has the capability to perform the functions that are designed to the component. Supply chain management at the station has four pillars that govern the supply and control of government property in support of operational requirements. These are moveable government property, facility management, vehicle fleet management and acquisition management. Moveable government property refers to all pieces of equipment used in the service to the execution of duty excluding fixed property. Such property includes computers, furniture, stationery, consumable stock, firearms and ammunition, etcetera.

The station is required to conduct audits of property in accordance with the laid procedures, and the Auxiliary garage is a specialized job in the SAPS falling under the auspices of Supply Chain Management. It is assigned the responsibility of maintaining and repairing state vehicles. The garage is situated in Newcastle and renders support services to eight police stations including Madadeni (P. Mthimkhulu, 2009; Eksteen, 2009).

### **3.9.3. Financial Services**

Financial Management is defined as a process whereby a governmental unit or agency employs the means to obtain and allocate resources and or money, based on articulated priorities, and then utilizes methods and controls to effectively achieve

publicly determined needs (Visser & Erasmus, 2005:8). Visser and Erasmus (2005) interpret the definition as relating to all government's financial functions, including the elements supporting those functions- such as articulating priorities – evidently forming part of the political process, which is not essentially a part of financial management.

The station has a financial section that is responsible for the management of all financial matters. The purposes of the post are to manage and maintain all financial activities at the station which include; the management and administration of the station budget, control financial expenditure and monitoring, advising and implementing control measures (Ngema, 2009 & Job Description of the Financial Head, 2008:3). The financial officer is also responsible for the compilation of the budget within the medium term expenditure framework.

This section is currently allocated three officials including one police officer, three offices, four computers, and one vehicle. The financial services component is responsible for the management of the station finances on a day to day basis. These include: creating financial authorities pertaining to the maintenance of the station, repairs of vehicles, processing overtime claims and travelling expenses. This office is also receiving and deposits cash that is collected from the public for various services rendered by the police against payment as per treasury instructions (S.P. Mtambo, 2009; Ngema 2009; Sibiya 2009).

#### **3.9.4. Communications and Auxiliary Services**

Madadeni police station does not have a communications officer to address issues relating to the media. All communication matters, dealing with crime in the

community are referred to Newcastle police station to be dealt with by the Accounting Station's communication officer. Madadeni police has an auxiliary service that controls the files and archives. The purpose of this service post in relation to the SAPS structure is to render an administrative service to the Station Commissioner by the execution of administrative functions aimed at ensuring an effective functioning of the station.

The key performance areas of the incumbent include: the effective management of the administration services at the station; to manage the effective flow, safekeeping and provisioning of the station records, managing of the brought forward system of the station and the management of the filing of case dockets at the station (Job Description: Administrative officer, Senior, 2003: 2).

### **3.10. BRIEF REMARKS ON THE TRANSFORMATION OF THE POLICE AND POLICING AT MADADENI**

The SAPS has undergone various stages of development, including the amalgamation process in 1995 and the restructuring process of 2007. The traditional reactive policing model can be described as simply 'awaiting for a call in order to act', while proactive policing relies upon preventive or proactive means that are in place, for example, visible policing, target hardening and intelligence gathering (Ras, 2009). Institutional transformation after 1994 was intended to improve service delivery in order to attain the government's goal of ensuring 'a better life for all' (Constitution, 1996:1). Police transformation relates to improved service delivery to all people, but especially those that were formerly disadvantaged and marginalized because of the previous political dispensation (Mufamadi, 1995: 3 & Ras, 2009).

In order to better evaluate the police and their effectiveness at Madadeni, *inter alia* in the light of the people's views about them, the researcher also looked at the mission of the police, their organizational development and its effectiveness. The researcher has also explained some policing concepts that are used in this research and how transformation policies relate to individuals and / or institutional performances.

According to Williams (2002:33) the term 'vision' describes a picture of a relatively remote future in which the business /organization has developed under the best possible conditions, in accordance with the hopes and dreams of the owner. The mission on the other hand refers to an organization's character, identity, reason of existence, the strategy to be used, the values and the behavioural standards acceptable to the organization.

The South African Police Service in its vision undertakes to provide a 'safe and secure environment for all the people of South Africa. Its mission indicates what will be done in order to attain what the vision articulates. It commits each member of the service (in this case Madadeni) that he/ she shall "... prevent anything that might threaten the safety or security of any community, investigate any crimes that threaten the safety or security of any community, ensure that criminals are brought to Justice, and participate in efforts to address the root causes of crime" (South African Police Service, Annual Report, 2003/2004:7).

The achievement of goals depends on the availability of adequate resources and the optimal utilization thereof. In the context of this study the essential resources required to attain the station's goals include; human resources, physical (vehicles, computers,

telephones), information and financial resources (National Instruction, 6 of 2000). Human resources form the core of an organization's resources; hence a sound understanding of human resource management principles is crucial for every manager. The effectiveness of the SAPS is measured on two major instruments, namely, the SAPS 6 report and the performance chart (Performance Chart, 2006).

In order to assess the perceptions of the residents at Madadeni about the police and their policing activities, especially after 1994, the researcher has also looked at the evolution, including the transformation and the restructuring processes of the police in South Africa after 1994. All the remarks expressed by the police regarding Madadeni police station and the functions of each component, section or individual, must be understood against the broader transformation that took place after especially 1994.

The people of Madadeni, especially those who grew up in this area and who know the police through the years, including the researcher, have seen, heard, and at times, have experienced, certain things / matters that have influenced them and also have formed and shaped their beliefs and / or perceptions about the police and policing at Madadeni (B. O. Maseko, 2008; Ras, 2008). Issues like discipline, uniforms, rank structure, service delivery, and so forth, are all matters that respondents can remember well.

For example, the restructuring of the police service has witnessed yet another change in the description of ranks at the end of 2009. During the Station Commissioners' meeting in Pretoria which was convened by President Dr J.G. Zuma, he expressed his willingness to reverse to the military ranks of the old police force. He also indicated that he, because of the high crime rate and the fact that it seems that the police is not

really overcoming the crime waves, was more comfortable with concepts such as those mentioned in table 3.5 (Zuma, 2009).

This table indicates again a movement in police circles to go back to former days where the police was more of a “force” than a “service.” This means, a movement back to more discipline and “military principles” than “soft options”, laziness and lax discipline; in short – a movement back to a “strong man’s approach” (Ras, 2009)

**Table 3.5: The changes effected in the police and being considered**

<b>Current rank and designation</b>	<b>Old and preferred</b>
Police service	Police Force
Minister of Safety and Security	Minister of Police
Station Commissioner	Station Commander

As from 1 December 2009 the designation ‘Station Commander’ has replaced the “Station Commissioner” and in March 2010 the ranks listed hereunder as per Table 3.6 have been reversed to military ranks with effect from 1 April 2010 (cf. Table 3.6; Zuma, 2009; Cele, 2009).

**Table 3.6: Represents the reversed police ranks as at April 2010**

<b>Current rank</b>	<b>Military rank</b>
Provincial Commissioner, Divisional Commissioner and Deputy National Commissioner	Lieutenant General
Assistant Commissioner	Major General
Director	Brigadier
Senior Superintendent	Colonel
Superintendent	Lieutenant Colonel

(Lieutenant and Major were phased out ) Inspector	(Major and Lieutenant not reinstated) Warrant Officer
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### **3.10.1. Accounting Station**

An Accounting station is a police station that has been identified by the Provincial Commissioner to render a support function to other stations. The accounting station neither forms the core of the organization structure nor has any executive authority over other station commissioners. There is no provincial or national definition of an accounting station. For purposes of this research an Accounting station is viewed as a Provincial Coordinating Point with regard to Support Services functions. Newcastle police station is the accounting station for eight police stations. These stations are: Charlestown, Ingogo, Groenvlei, Utrecht, Normandien, Osizweni, Newcastle and Madadeni (Ntanjana, 2007).

The under listed activities include those that are finally processed at the accounting station on behalf of the stations within its cluster. These are:

- (a) Financial authorities
- (b) Loss management
- (c) Provisioning
- (d) Service terminations
- (e) Employee Assistance Programmes
- (f) Capturing of leave in the system
- (g) Labour Relations (Ntanjana, 2007).

The restructuring of the Service in the past three years (2007-2009) saw the phasing out of the Area Commissioners' offices which formed both the operational and administrative structure between the Provincial Commissioner's office and the Station Commissioners. The new arrangement brought about the Cluster offices which are perceived as purely operational and the Accounting Stations which are supposed to perform an administrative support to other stations within their area of jurisdiction.

### **3.10.2. Cluster level**

The South African Police Service has through the restructuring process introduced a new command level for all stations called a cluster. The demarcation of the clusters and allocation of police stations in the cluster is determined by the Provincial Commissioner of Kwa Zulu Natal. By virtue of its position the cluster serves as a link between the provincial commissioner and the police stations (Job Description: Cluster Commander, 2008).

Instead of the provincial office conducting daily policing activity and maintaining direct communication with 187 police stations it only deals with 25 cluster commanders. The Cluster Commander in turn communicates and transmits all directives from the Provincial Commissioner. There is currently no defined relationship between the cluster office and the Accounting station. Madadeni police station is accountable to the cluster commander for operational matters, which is in Newcastle. Practically the station commissioner at Madadeni is accountable to the Newcastle station commissioner both for operational and some support functions (Kwa Zulu Natal Operational Plan, 2008/2009:9).

### **3.11. SUMMARY**

The purpose of this chapter was to discuss ‘aim three’ which is, discussing Madadeni police station from 1968 to 2010. The analysis presented in this chapter gave a situation that prevailed before 1994 with regard to various operational situations. It further outlined the situation after 1994 and the emphasis placed the resourcing of the station and how it copes with service delivery imperatives. The crime statistics referred to in section 3.9 as per Tables 3.2, 3.3 and 3.4, indicate the monitored crimes to determine performance, and what crimes can be expected at Madadeni at present, and the station’s performance level in terms of the SAPS 6 report.

This chapter has laid the foundation to evaluate in a more meaningful manner what respondents are thinking and saying about the police and policing activities at Madadeni – something that will be discussed in Chapter Four. In Chapter Three, the researcher has also looked at how the restructuring process has shaped the functioning of the police at Madadeni. In Chapter Four the researcher is discussing the perceptions of the respondents on Madadeni policing before and especially after 1994. Practically-speaking, the next chapter provides insight into how the respondents (public and community members in Madadeni) perceive the police and the policing activities.

## **CHAPTER FOUR**

### **THE EVALUATION OF THE POLICE AND POLICING AT MADADENI AFTER 1994**

#### **4.1. INTRODUCTION**

In this chapter the researcher is addressing aim four which is the ‘evaluation of the effectiveness of the police and policing at Madadeni by the residents after 1994 (cf. section 1.4). For purposes of this study the concepts ‘police and policing’ are defined as follows: The police refer to an organized civil force of a state, concerned with the maintenance of law and order (Burger, 2008:27). Policing on the other hand is defined as any organized activity, whether by the state or civil groups, that seeks to ensure the maintenance of communal order, security and peace through elements of prevention, deterrence, and investigation of breaches, resolution and punishment (Baker, 2008:22).

The above definitions are introduced to make a distinction between the ‘‘police’’ as an institution and ‘‘policing’’ as an activity which is undertaken by the state, a person or group of people to ensure a safe and secure environment. The general aim of this research was to establish how the residents of Madadeni perceive policing at Madadeni. Through qualitative research methods, the researcher wanted to establish how the respondents view and experience the police and policing at this township.

The target group (respondents) included:

- (a) Madadeni police,
- (b) Individual members of the community,
- (c) Societal institutions (families, schools, and churches),

- (d) Organizations (businesses, non-governmental organizations, private security companies, car guards) and
- (e) Public institutions (Department of Education, Department of Social Welfare and Population Development, Department of Home Affairs, National Prosecution Authority, Newcastle Local and Amajuba District Municipalities).

#### **4.2. THE BAROMETER THAT WAS USED TO EVALUATE THE EFFECTIVENESS OF THE POLICE AND POLICING AT MADADENI**

The South African Police Service does not only have a legal duty to render a safe and secure environment for all, but also has an ethical and moral responsibility to fulfil its Constitutional obligation (Constitution, 1996:119). If crime increases, more people become victims and the level of fear for crime in the community increases.

In order to ensure improved delivery of services to communities the specific transformation policies, also known as “the drivers of performance” were developed by government. These include: The White Paper on Transforming the Public Service, 1997, (Batho Pele Principles), Code of Conduct of the South African Police Service, the South African Police Service Code of Ethics and the Public Finance Management, Act 1 of 1999 (Van der Waldt, 2004:2).

The evaluation of the police and policing at Madadeni is measured, by policemen in this town, against the tone and spirit of such legislative and regulatory frameworks governing service delivery. These drivers of performance are intended to mould the behaviour of employees and approaches of institutions towards customers. The researcher has also observed that the instruments which are used to measure the

effectiveness of the police station are not totally isolated from one another. The responses relating to the research topic or sub topics are overlapping in respect of measurement instruments.

Every government service point is required to display these characteristics in dealing with customers / clients (Annexure 25). At this stage the researcher portrays the concepts of “putting people first” or in Sotho, translated as “*Batho Pele*” and “*Ubuntu*” as being closely related to each other. According to Mbiji (1997:2) “*ubuntu*” is about people for others, it embraces concepts like humanness, collectivism and morality. In this research the terms “customers” and “clients” are used synonymously.

#### **4.2.1. Batho Pele Principles**

The Batho Pele principles are intended to mould the behaviour of institutions through its workforce. This is also the case at Madadeni (cf Annexure 19).

#### **4.2.2. The South African Police Code of Conduct**

The Code of Conduct of the police service is assessed in terms of the behaviour of the members in dealing with the customers. It is further evaluated in respect of the responsible use of resources (efficiently, effectively and economically) by individual members (Annexure 20).

#### **4.2.3. The South African Police Service Code of Ethics**

The Code of Ethics for the SAPS prescribes the way in which every member is expected to behave, irrespective of whether the member is on or off duty. It provides the standard of police behaviour which does not allow any leniency for poor service delivery or corrupt activities. The Code of Ethics prescribes the following aspects to

guide police behaviour: integrity, respect for diversity, obedience for the law, service excellence and public approval (South African Police Service: Strategic Plan, 2010 to 2014: 1-2; Annexure 21).

#### **4.2.4. The Public Finance Management Act 1 of 1999**

The Public Finance Management Act (PFMA) 1 of 1999 is assessed through the use of financial and other resources by the police station. The PFMA puts emphasis on the achievement of the value for money used by public institutions. The researcher regards the PFMA as a related instrument to the “value for money” principle. Although the researcher did not envisage that public members would have a lot to say about this act or issue, there is no doubt that the public “instinctively” knows when they are not getting value for their money (B. O. Maseko, 2008).

#### **4.3. THE DETERMINATION OF PERCEPTIONS ON MADADENI POLICING BY THE RESIDENTS IN THE POST APARTHEID ERA**

According to Hornby (1977:631) perception is a process by which we become aware of changes through *inter alia* the senses of sight and hearing. Perceptions develop from one’s own experiences, what people hear, what they see in the news or from what they feel based on an image created by a past collection of experiences and knowledge of the police. Personal perceptions may not necessarily be accurate or they may be biased, as the results of perceiving are very often, if not most of the time, based on a limited amount of information (B.O. Maseko, 2008; Ras, 2008).

Regardless of the accuracy of the perception, it is those individuals’ perceptions that mould and determine their feelings, attitudes, behaviour and even actions towards the police at Madadeni. In order to determine the perceptions of the residents on the police and policing of Madadeni, the researcher has spoken to a wide range of

respondents. The target group ranges from individual community members, families, churches, schools (learners and educators); young people (both inside and outside church and school environments) public institutions (police, Department of Education, Department of Social Welfare and Population Development, Department of Home Affairs) and organisations (retail businesses – private security companies, industrial estates, informal businesses, National Prosecution Authority and Municipalities).

At first the respondents did not distinguish between the police as an organization and policing as an activity (Baker, 2007: 22 and 27; cf section 4.1). The respondents (civil society) viewed the concepts police and policing as synonymous. The researcher has approached the determination of the residents' perceptions on Madadeni policing in the light of the description offered by Steyn (2008:43).

Steyn (2008) distinguishes between direct and indirect policing, wherein the former has to do with, *inter alia* with law enforcement, criminal investigations and the maintenance of public order, while the latter deals with all activities where the police do not have a primary or direct responsibility. Steyn (2008) further indicates that the functions and responsibilities of the police should be clearly elucidated and defined in order to facilitate understanding between direct and indirect policing.

The conversations with the respondents (residents), in order to obtain their perspectives on the policing of Madadeni in the post the apartheid era (after 1994), had revolved around the activities relating to: the crime situation and crime generators (section 4.5), crime prevention at Madadeni (section 4.6); crime prevention through partnership policing at Madadeni (section 4.7); cooperative governance (section 4.8),

the functioning of the community service centre (section 4.9); the investigation of crime (section 4.10) and corruption within the police service (section 4.11).

#### **4.4. THE CRITERIA THAT WERE USED TO TEST THE PERCEPTIONS OF THE RESIDENTS ABOUT THE MADADENI POLICE AND POLICING AFTER 1994**

It is worth noting that amongst the respondents are those that have lived through all three stages of police evolution at Madadeni, that is, through the era of the South African Police (SAP) (1968 to 1980), the era of the Kwa Zulu Police (ZP) (1980 to 1994) and those who are only aware of the police after 1994. It must then be expected that the conversations may include the comparative perspectives on Madadeni policing by the residents who were present during the inception of Madadeni police station to date (B. O. Maseko, 2008).

The researcher has captured people's views on what is happening at Madadeni in terms of policing. Their 'views' are in actual fact their 'interpretation', their 'critical analysis' or their 'evaluation' of what is going on at Madadeni. These views are important because they have provided the researcher with the necessary information to see the police and their activities through "people's (respondents') eyes" (Ras, 2008).

The researcher requested the participants (respondents) to give their perspectives of the policing activities in their area. This approach was adopted in order to allow them to think about every issue that they regard as important to them. This chapter covers the respondents' views on various sub topics. Their views provide the context to help with an understanding of their perceptions on the policing of Madadeni in the post apartheid era. This again assisted the researcher in making recommendations on how

Madadeni policing can be improved to meet and exceed the expectations of its clients. The major themes for the research in respect of which the perceptions of the respondents were sought are:

- (a) The crime situation and generators thereof, at Madadeni (section 4.5)
- (b) Crime prevention activities at Madadeni (section 4.6)
- (c) Crime prevention through partnership policing at Madadeni (section 4.7)
- (d) Cooperative governance at Madadeni (section 4.8)
- (e) Functioning of the Community Service Centre at Madadeni (section 4.9)
- (f) Functioning of the Investigation of Crime Unit (Detectives) at Madadeni (section 4.10) and
- (g) Corrupt tendencies in the police at Madadeni (section 4.11)

#### **4.5. THE RESPONDENTS' PERSPECTIVES ON THE CRIME SITUATION AND THE MAIN GENERATORS THEREOF, AT MADADENI**

During the conversation the researcher requested the respondents to give their perspectives on the crime situation at Madadeni. Open-ended questions were asked to elicit responses so that they could clarify issues and confirm particular situations. On the issue of the crime situation the respondents indicated that the rate of crime at Madadeni is unacceptably high. This threatening development has led communities to feel insecure in their own homes (Memela, 2009; Sibeko, *et al*, 2009).

The respondents indicated that the wave of crime has forced communities to gradually convert their homes, churches, businesses, schools and public institutions into mini-prisons. This is evident in the installation of burglar guards, building of high brick

walls / fences (known as 'stop-nonsense'), and the keeping of vicious dogs. Based on affordability, those who can financially afford have even gone to the extent of installing security alarms which are monitored on a 24 hour basis by private security companies in an attempt to enhance their safety.

The respondents have further indicated that crimes that are frequently committed and are thorns in their flesh include: murders, attempted murders, house breaking, assault with intent to do grievous bodily harm, common assault, rape, intimidation, common robbery, house robberies and hijackings. The above crimes have turned the residences, shopping centres, neighbourhoods and homes into danger zones including drive ways and intersections in relation to theft of motor vehicles, robberies and hijackings (Ngubeni, 2009; Kunene, 2009). The majority of the respondents (cf section 4.1) expressed in various ways and degrees that crime is a cause for concern.

Coincidentally, on 28 November 2008, the *Newcastle Advertiser* published an article wherein Madadeni police "warned the community not to walk at night in Madadeni as such could be dangerous". The warning was issued following the incident in which a couple that was walking in the street was stabbed and shot at (Govender, 2008:3 – 4). She (Govender) further reported in the same publication of the *Newcastle Advertiser* (2008:4) on the 'car jackers who had posed as cops' at Madadeni, robbed the victim of the car, kidnapped him and was later found killed and dumped on the side of the N11 road towards Ingagane area. The vehicle of the victim was later found along the banks of Ingagane River, already stripped.

On 14 August 2009 the *Newcastle Advertiser* published a report of an attempted robbery of Fidelity Security Guards at section 7 after loading money into the ATM at Makhulukhulu Supermarket. The police, who were on the way to attend to a separate complaint, appeared on the scene - totally unaware of the situation and all of a sudden found themselves in the firing line, but, luckily, they escaped unhurt (Govender (2009:4). The above-mentioned types of reports confirm the fears of the respondents and the dangers faced by both society and the police on an almost daily basis.

Ndabandaba (1987:1) made a similar observation regarding the types of serious (contact and property) crimes that are commonly committed in black townships in South Africa. The situation described by the respondents at Madadeni is adequately explained by Spratt and Dods (2009:360), who, although they were not writing about Madadeni, indicated that there is a direct relationship between peoples' reported levels of fear and the presence of disorder in any neighbourhood. The situation of insecurity amongst the communities of Madadeni, on the one hand leads to intense fear amongst residents, but on the other hand the people hope that the standard of policing in Madadeni might one day improve.

De Vries (2008: 125) and Pretorius (2008:81) confirm the above assertion relating to the impact of crime as explained by the respondents (communities) at Madadeni. They further state that the high crime rate incidents of violent crimes in South Africa are a reality and the general public's awareness, experiences and fear of crime are reinforced on a daily basis through, very often, gruesome media reports. While the respondents are concerned that they are experiencing high levels of crime at Madadeni, the police on the other hand portray a picture that crime is declining. The

different situations presented by the police and the ‘civil society respondents’ have raised further concerns in the mind of the researcher.

Shearing (2008:2-4) eloquently indicates that ‘security ‘constitutes a foundation on which all other activities depend. It is an irreplaceable basic requirement both for the rich and poor alike, male and female irrespective of colour, religion or creed and young or old. Shearing further explains that South Africans live in fear and insecure environments because of the existing ‘thought rut’ that gives rise to the ‘knee jerk’ reactions in the face of danger or threatening insecurity. The respondents (civil society and the police) indicated that there are various crime generators that are directly associated with the crime situation at Madadeni. These crime generators pose a serious threat to communities to lead peaceful lives, while posing challenges to the police to ensure a safe and secure environment for all. These crime generators include the situations and actions as indicated in Table 4.1 below.

**Table 4.1: List of crime generators as prioritised by the respondents at Madadeni**

<b>Respondents perceptions on crime generators (civil society)</b>	<b>Police perceptions on the generators of crime</b>
(a) Lack of proactive action by the police, lack of visibility,	(a) Lack of respect of the law, other people and their property by criminals,
(b) Mushrooming of shebeens and drug (liquor and abuse of drugs by the youth),	greed and jealousy,
(c ) The police have no respect for the communities, lazy and arrogant	(b) broken families,
(d) Corrupt members of the police	(c ) Alcohol and drug abuse (more shebeens and taverns
	(d) corrupt elements within society, e.g.

<p>service</p> <p>(e) The erosion of basic human values and low moral standards in society</p> <p>(f) Reconstruction and Development programme houses free for all – single young people</p> <p>(g) Laws favour criminality – more rights for criminals</p>	<p>Fraudulent cases (defrauding of furniture shops – hire purchases Act), Purchasing of stolen goods by the communities,</p> <p>(e) No Municipal by-laws enforced, socio-economic conditions and poor environmental design</p>
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(Police Station Intelligence Profile, 2009; Radebe, 2010; also see figure 5.2 page 59)

The removal of crime “generators” (causes for crime) could minimize or eradicate the fertile ground for high crime levels at Madadeni, and increase the levels of safety and security. The researcher incorporated crime generators in his conversations with respondents with the view of determining the extent to which they affect Madadeni. The researcher also wanted to gauge the level to which the crime generators are prioritised in crime prevention programmes at Madadeni (B. O. Maseko, 2008).

Ramphele (1991) highlights the dangers posed by the disintegration of informal social controls located within the family and communities. She indicates that such breakdown cripples society to the extent of not being able to exert the pressures necessary to uphold the law. She presents the causes and consequences of social disintegration in black communities, and the following are highlighted as critical:

- (a) Family breakdowns, with increasing divorce rates, separation, single parenthood and teenage pregnancy;

- (b) Breakdown of authority of parents and teachers;
- (c) High unemployment and unemployables rates;
- (d) High alcohol and drug abuse;
- (e) High crime rates and endemic violence at all levels of social interaction; and flight of skills and positive role models from the townships into higher-income areas ([http://www.popcentre.org/library/crime prevention/ volume05/](http://www.popcentre.org/library/crime%20prevention/volume05/)).

The researcher avers that situational analysis by Ramphele (1991) is relevant to Madadeni's situation as it presents common factors that are also identified by respondents as generators of crime (Table 4.1). Many people at Madadeni live in abject poverty and hunger, as the unemployment rate is estimated at 31.4% (Newcastle Integrated Development Plan, 2008; <http://www.newcastle.gov.za>). They currently sustain their livelihood through government grants (old age, disability and social grants). By their nature the factors as highlighted by the respondents (cf. Table 4.1 & Ramphele, 1991) are bred and nurtured within families / communities and public institutions.

The researcher also has looked at how the police (members) police, what is referred to as 'crime attractors.' These include "attractions of crime" includes: shopping centres, Lotto centres, banks and Automated Teller Machines (ATM's), beauty pageants, etcetera. 'Crime attractors' refer to places that people visit with specific good intentions, but while at the place, the criminal intent, which is sparked off by an opportunity, overrides the original intention and crime is committed.

According to Sibeko (2010) and Mr P.S Vilakazi (2010) Madadeni Checkers is a major crime attractor because most of the people converge at the centre for a number of reasons. It is at that time when muggings, assaults, robberies and ATM thefts and fraud cases occur. For purposes of this study the researcher has prioritized the crime generators that are depicted in Table 4.2 below.

**Table 4.2: List of crime generators as prioritised for purposes of this research:**

<b>Community : Crime Generators</b>	<b>Police : Crime Generators</b>
(a) Lack of proactive action by the police, patrols, lack of visibility and enforcement of the laws,	(a) Lack of respect of the law, other people and their property, criminals' greed and jealousy,
(b) Mushrooming of shebeens and drug (liquor and abuse of drugs by the youth),	(b) Alcohol and drug abuse (more shebeens and taverns
(c ) The police have no respect for the communities,	(c ) broken families and individualistic life styles
(d) Corrupt members of the police service,	(d) corrupt elements within society, e.g. fraudulent cases (defrauding of furniture shops – hire purchases Act),
(e) The erosion of basic human values and low moral standards in society ;	(e) No Municipal by-laws enforced,
(f) socio - economic conditions	socio-economic conditions and poor environmental design

#### **4.6. CRIME PREVENTION ACTIVITIES AT MADADENI**

The respondents express dissatisfaction in police activities aimed at preventing crime and criminality at Madadeni (Zondo, 2008; Zwane, 2008).

#### **4.6.1. The respondents' perspectives on proactive policing at Madadeni**

The respondents are of the view that the police are not doing enough to translate the contents of their vision into action in a manner that guarantees a 'safe and secure environment for all the people'. Community members said that the police are not doing enough to prevent crime by patrolling the streets and to ward off criminals. The police are predictable, that is, they retain their slow pace, inefficient actions and impersonal service - deliveries. The respondents believe that if the police could be more visible, crime would come down or be reduced. It is risky to leave one's house if there is nobody at home or when one walks in the township at night (Ngubeni, 2009; Sibeko, 2009 & Hlongwane, 2009).

The majority of the respondents drawn from various sections of society; for example, families, churches, schools, businesses and general community members indicate that the police are not proactive in their approach to fighting crime, hence the wave of crime is felt in a large scale. They believe that crime is on the increase and very little is being done by the police in terms of prevention, while they take action at their level to institute preliminary physical obstructions against criminals. The respondents also believe that the categorization of crime (less serious and serious) by the police has conditioned them to be insensitive to what they term less serious crimes (P.S. Vilakazi, 2009; Shandu, 2009).

According to D. Dlamini (2009) and Shandu (2009) the police are also not visible in the areas like residences, factories, public institutions and shopping complexes where people do shopping, banking or withdraw money at the ATM's. It is rare for the police to conduct foot patrols and search suspicious youths roaming around in the

vicinity of the shopping centres, banks and ATM's, yet it is a common occurrence for one to notice a police van driving pass and disappear, which does not send good signals to the criminals that the police are in control of the safety issues in the Madadeni policing area.

The respondents (families, churches, schools, organizations and institutions) have further indicated that they are concerned about their own safety, that of their children and property. They indicate that they are doing all they can to reinforce their homes, businesses and institutions in order to ensure that their first line of safety is adequate (section 4.4.1; Thwala, 2009 & M.P. Khanyile, 2009). The police on the other hand present statistics that indicate the levels of crime as being under control and within the set targets in terms of the operational plan measured through the performance chart (Performance Chart, 2008/ 2009).

The respondents from rural communities (Dicks Halts, Lister farm; Johnstone, Jobstown, Masondale and Musiskraal) feel that they are neglected by the police, because no patrols are ever conducted in their areas except during public holidays (Easter holidays, and during the Festive season), where convoys of police vans are seen. They perceive these convoys as targeting shebeen owners and unroadworthy vehicles. The practise has become predictable, routinely and ineffective.

Madadeni's police approach is viewed as double victimization by rural communities in the sense that they are, a forgotten community for the rest of the year, while they experience high rate of stock theft, owing to the lack of preventive measures from the police, yet, they are subjected to seasonal harassment by the police (B. Ntshingila, 2009; Mlotshwa, 2009). The situation that is depicted by the respondents at Madadeni

suggests that the police have not moved from the traditional, reactive policing towards a more proactive policing approach that is “public friendly “(B. O. Maseko, 2008; Ras, 2008).

On 24 October 2009 the *Newcastle Advertiser* published an article where two police officers from Madadeni were arrested for stock theft at Dannhauser (Govender, 2009:5). The officers are attached to the detective unit and expected to investigate reported crimes including the stock theft cases within the area of responsibility. The theft of stock in the rural areas of Madadeni is reported by the respondents as a serious problem and a cause of frustration from the residents (Xaba, 2009; Buthelezi, 2009).

According to Burger (2007:12), crime prevention is defined as any activity designed to reduce the future incidence of criminal behaviour. He goes further to advise that crime prevention can be distinguished into three approaches, which are: primary crime prevention, secondary crime prevention and tertiary crime prevention. Crime prevention refers to ‘‘the before the fact efforts’ to reduce criminal opportunities’’. It is referred to as a direct crime control method as opposed to all other types of crime reduction methods. In the crime control methods the following dimensions are essential; namely: job training, remedial education, police surveillance, police apprehension, court action, imprisonment, probation and parole (Marais, 2003:125).

The doing of crime prevention is a proactive policing approach that is included within community policing (Hall, 2005:1). “Community policing” focuses on crime --and social disorder through the delivery of police services that include aspects of

traditional law enforcement, as well as crime prevention, problem solving, community engagement, and partnerships (B. O. Maseko, 2008). The community policing model balances reactive responses to calls for services with proactive problem solving centred on the causes of crime and disorder. Community policing requires police and citizens to join together as partners in the course of both identifying and effectively addressing these issues (<http://www.cops.usdoj.gov/default.asp?item=36>).

Proactive policing has to do with preventing crimes before occurring. It is built on the premise that the police go out to initiate the actions and responses. These actions emphasize that the police do not wait to be called to a scene of an incident; instead they identify problems, determine solutions and initiate an appropriate response (<http://www.police-dynamics.com/proactive-policing.html>; Dempsey and Forst 2010:315). Conversations with members of Madadeni revealed that they expect the Madadeni police to be proactive (B. O. Maseko, 2008).

According to Mr M. Mthimkhulu, the former Member of the Executive Council (MEC) for Agriculture in the KwaZulu Natal government, stock theft in the Amajuba District Municipality is rife. He referred to the recent incidents of stock theft wherein the son of Councillor, Dr S.M Mlangeni, who is the Mayor of Amajuba District Municipality, was arrested in relation to the theft of stock in the area (<http://www.info.gov.za/speeches/> 2007).

Sheehan and Cordner (1995:387-397) have pointed out that there are three cornerstones of traditional police strategies, namely, routine patrols, immediate response to calls, and follow-up investigations, while Famega (2009:78) explains that reactive policing is incident-driven, whereas proactive policing is an attempt to deal with problems before they start (Ras, 2008). In terms of Sheehan and Cordner traditional policing approach, there is no doubt in the researcher's mind that proactive policing in Madadeni is not very effective according to the respondents.

#### **4.6.1.1. Visible patrols as a deterrent to criminals**

Some respondents have indicated that the police have developed a negative attitude towards the community, by regarding almost every member of the public as a criminal. This perception is based on the fact that they view most of the police members as being unduly aggressive towards the community members.

The respondents believe that the police are separated from the communities by the vehicles they are driving because they hardly walk amongst the people (walking beat) and talk to them as a way of building trust, and to network - instead they tend to undermine the community and do not take their safety seriously (B. O. Maseko, 2008).

They (respondents) are favouring visible directed patrolling largely, because for them it indicates that the police are doing something visible on the streets for them. Patrols also serve as a highly visible indicator of the police who are taking action and should provide a service. They further indicate that the real need is to get the police back into the community to re-establish good understanding, communication and relationships (D. Dlamini, 2009; P.S. Vilakazi, 2009; Ras, 2003).

According to B.A. Mchunu (2009) and Mabizela (2009), the station has an operational plan that guides its operations in all facets of policing, including crime prevention. In order to achieve crime prevention targets, crime prevention operations are being conducted within the station area on a continuous basis (Station Operational Plan 2008/ 2009). The loose approach to crime prevention activities confirms the assertion by the respondents that there are no focused patrols or operations in the area, either directed at residences, businesses, schools or other institutions.

Some of the factors presented in Table 4.1 by the respondents (civil society and the police) as the generators of crime indicate commonality. This scenario indicates that the causes of crime at Madadeni are generally known. There is an overwhelming view from the respondents that the crime situation at Madadeni is posing a threat to the communities and requires urgent and decisive action from the police and the community both as clients and partners in the fight against crime.

While police patrols are designed to deter those who intend to commit crime and instil a sense of security or safety to the communities, the communities within Madadeni is of the opinion that they do not see “enough” of the police. There is no doubt that vehicle patrols cover more ground than foot patrols in any area, but if there is nothing significant happening through these patrols, in other words, if there is no reduction in crime or when people do not feel more safe when they see the police doing this, then there is a serious concern that needs to be addressed (Ras, 2003; Steyn, 2008; Naudé & Stevens, 1988:115).

#### **4.6.1.1. The respondents' perspectives on the enforcement of the law**

The researcher has applied the concept enforcement to refer to the extent of ensuring that the existing laws, systems and policies are adequately implemented and observed by the police and society in general. Enforcement and compliance are viewed as complimentary activities.

#### **4.6.1.2. Crimes dependent on police action at Madadeni**

The National and Provincial Commissioners' strategic plans present the type of crimes that are prioritised for measurement and performance standards for every police station. Amongst these crimes are those listed in the category of "crime dependent on police actions" (cf. section 3.9 & Table 3.2). These crimes include: driving under the influence of liquor, possession of unlicensed firearms and ammunition, possession of drugs, possession of suspected stolen property, dealing in liquor contrary to the conditions of the license and a myriad of traffic contraventions. Naturally, the recording of these crimes should increase to indicate the level of police activities and proactive operations in the area.

According to Table 3.2 the category of these crimes has shown a decrease at Madadeni and only two have featured in the top ten of the most reported crimes for three consecutive years (2006-2008). This indicates that the police are not as active as they should 'sweep the area' as it would have been expected considering the general outcry by the respondents at Madadeni.

#### **4.6.1.3. Illegal liquor trading (shebeens) at Madadeni**

Both the police and the civil society cited liquor and drug abuse as a major generator of crime at Madadeni (section 4.4.1.1 & Table 4.1). In this section the researcher

wanted to establish the respondents' view and the association of shebeens and taverns to crime. He was further looking at the law enforcement part directed at the shebeens and taverns during the period 2008/2009 financial year.

The audit of liquor outlets conducted at Madadeni as at 31 March 2009 reflected that there were 17 legal liquor entities (bottle stores, taverns, night clubs and bars) while 67 illegal liquor outlets (shebeens) were identified. Liquor trade at Madadeni is the most booming business with its client base concentrated amongst the youth (Station Intelligence Profile, 2009; Mafuleka, 2009; T. Maseko, 2009).

Coincidentally, Madadeni has a Beer-wholesaler that caters for the Northern Kwa Zulu Natal in the distribution of beers. According to Chiliza (2009) who is the Managing Director of the Madadeni Beer-wholesaler, trading conditions, governing the Beer wholesalers, prescribe that it should supply liquor strictly to liquor licence holders. He indicated that in his own assessment, Madadeni has slid to a stage of irresponsible consumption of liquor owing to ineffective enforcement of the liquor Act. This situation has developed despite the controls implemented by the Beer-Wholesaler towards licensed liquor traders.

The respondents acknowledge that liquor trading is a regulated business, in other words; it is conducted within the parameters of the legal framework. It is also known that licensed premises are required to operate within the prescripts of the conditions imposed to the trading license (Mtshali, 2010; Mhlungu, 2010; Luhlongwane, 2010).

However, the shebeens owners (illegal traders) are viewed by most respondents as the attractors of most people including minors (below 18 years) who are not allowed on licensed premises. Taverns (Special Liquor License holders) are no exception in

attracting all kinds of people. Both the shebeens and taverns open for business for almost the whole night and juveniles are mostly found in these places (Mabizela, 2010; P. Nkosi, 2010).

Parents (respondents) have expressed their concerns that shebeens and taverns are notorious for being places, not only for the supply of liquor to the youth, but also for the sale of drugs (dagga, cocaine, mandrax etc). Stolen goods are also distributed from the shebeens and criminals very often also use these places for planning and briefing and debriefing their co-workers in criminal activities (Mwali, 2010; Sithole, 2010).

In order to determine the degree of law enforcement and compliance with the prescripts of the Liquor Act (1989), the researcher conducted a Crime Administration System (CAS) audit. The CAS audit was aimed at establishing the number of shebeen owners who were arrested during the period under review. The audit revealed that during 2008/2009 (financial year) the police charged about 53 shebeen owners for trading without valid licences.

These shebeen owners were issued with written notices which granted them the option to either pay admission of guilt fines, or appear in court to stand trial on the specified charges. The admission of guilt fines normally range between R500.00 and about R1 500.00. It was also discovered that in some instances the control documents in Written Notices are not removed from the register and forwarded to the magistrate's court with the statement by the arresting officer, in order to facilitate payment by the charged person. Various situations can develop into corrupt practices if proper monitoring systems are not in place.

The researcher further found that 15 cases registered against shebeen owners were withdrawn against them before court, resulting in only 33 having been convicted or paid an admission of guilt fines (Management of Crime Information Centre, January, 2010). Normally these types of cases cannot be withdrawn before court because they are initiated by the police after establishing that a particular law has been contravened.

The researcher further observed that in January 2010 five cases in that category were still outstanding (not finalized). There were three cases for October 2008 and two cases for December 2008. The researcher also conducted a cursory inspection of 10 written notice books (J534) and 5 Admission of Guilt receipt books (J70) issued during 2008. It was discovered that about 28% of the charged people neither paid the admission of guilt fines nor attended court proceedings (B. O. Maseko, 2008).

During the conversations with shebeen owners, who wanted to remain anonymous, the researcher learnt that, while they are raided and issued with written notices for contravening the provisions of the Liquor Act, some police members' later visit and cause them to pay reduced amounts than reflected in the written notice, that is R750.00 instead of R1500.00 etc). These practices are carried out under the guise of protecting them (shebeen owners) from prosecution and accumulation of previous convictions that could jeopardise their chances of obtaining a liquor licence in future. This is nothing other than corruption.

The researcher agrees with Ras (2008) that corruption very often has to do with the abuse of public positions and money for private gain. It manifests itself in a number of ways; for example: it takes the form of personal corruption and /or institutional corruption. In the case of Madadeni, it seems that individual police and community

members are not always acting in an honest manner (Ras, 2008). The people who are arrested for selling liquor without licences in terms of section 154 (a) are mostly the applicants who are waiting to be issued with liquor licences by the Kwa Zulu Natal Liquor Board. These actions are viewed as encouraging the mushrooming of shebeens and taverns (Luhlongwane, 2009; Mtshali, 2009).

It also became clear during the conversations with the shebeen owners, who wanted to remain anonymous, that their purchases for liquor are made from licensed taverns and bottle stores. They further remarked that licensed traders largely depend on them as opposed to individual buyers and if their operations were to cease the sales would drop at the Beer-Wholesaler, taverns and bottle stores. Chiliza (2009) could not refute the assertion by the respondents (shebeen owners) that the liquor licence holders do supply liquor to mushrooming shebeens and that the sales of the Beer wholesaler are indirectly positively influenced by illegal traders (B. O. Maseko, 2008).

The licence holders on the other hand indicated that they do not question the quantities purchased by any individual as they are not restricted to specific quantities. They tacitly admitted that they bear knowledge of the shebeens' illegal practices, but they were only concerned about their businesses' profitability (Shandu, 2009; T Maseko, 2009).

The researcher visited five taverns in the area and discovered that they are operating as both on and off consumption license holders, which is a contravention of section 20 (a) (vii) of the Liquor Act 27 of 1989. According to the records kept at Madadeni, 19

applications for liquor licenses are pending with the Liquor Board for more than a year (Sithole, 2009, Mtshali, 2009). The pending applications constitute 25% of the illegal traders, which poses a further threat to policing at Madadeni and the effects of irresponsible drinking (Madadeni Station Intelligence Profile, 2009). There are no indications that the police are genuine in labelling liquor and drug abuses as a high generator of crime at Madadeni as no stern action is taken to ensure compliance with the Liquor Act. The police have not shown the will to minimize the extent of illegal liquor sale at Madadeni, considering that only 53 shebeens were charged for the year (2008/2009).

The fact that, despite the contraventions of the Liquor Act by the tavern owners, there has been no arrest during the period under review, confirms the alleged illegal collection of money by some members instead of arresting the culprits. According Kargbo (2006) corruption is sometimes seen as a behaviour which deviates from the behaviour of law abiding citizens. The reason for this is because some people can obtain some personal gain or status by breaking the rules. Corruption for example, covers actions such as the use of rewards to prevent the judgement of a person in a position of trust, (bribery), and the misappropriation of public resources for private use or gain.

As the saying goes, ‘‘it takes two to tango’’, every corrupt activity has two role players to complete the cycle, whether it is a bribery or extortion, that is, the initiator and the actor. The corrupt activities alleged in the police service are either initiated by the police or a member of the community. The engagement in corrupt activities by some members of the police service do not only benefit them on a short term, but have

far damaging effects on the image and credibility of the entire institution, when these corrupt activities become known (B. O. Maseko, 2008).

#### **4.7. CRIME PREVENTION THROUGH PARTNERSHIP POLICING AT MADADENI**

The respondents indicated that they were not aware of viable and sustained partnerships at Madadeni. This view was expressed by different “institutions”, which included families, churches, schools, organizations, and so forth (Sibeko, 2008; Memela, 2008; K. Vilakazi, 2008; Ngwenya, 2008). In this section the researcher requested the respondents to give their perspective with regard to the prevention of crime through partnerships at Madadeni.

In this instance the following concepts were discussed within the context of social crime prevention: community policing / community oriented policing, societal/ trio institutions (family, churches and schools), community police forums, sector policing, formal partnerships between the police, municipalities, public institutions and business.

##### **4.7.1. The respondents’ (families) perspectives on community policing at Madadeni**

The families indicate that while the crime situation is posing a great risk to their lives, they are not recognized by the police as a critical institution that can contribute to the normalization of the threatening situation (cf section 4.4.1) According to K. Vilakazi (2009) and Memela (2009) the family is the first educational centre or school for every child or person on an on-going basis. The church and school view their roles as being closely related to and augmenting the family in the development of responsible

adult persons. They further indicate that in conducting their businesses they are inculcating socially accepted values in the youth.

The trio institutions (family, church and school) are together described as preparing, developing and presenting a developed person to society who will conform to good societal norms (Ras, 2008). These institutions (family, church and school) perceive crime prevention as a joint effort aimed at eliminating and preventing criminal activities which threaten the safety and welfare of human beings and their private property. They further regard policing as the responsibility of the police, to prevent crimes against the members of the community, and, if it has been committed, it is expected that they have to investigate the cases (arrest criminals and recover property – where applicable), and secure the attendance of the culprits in court for trial and conviction (M. Zondo, 2009; A.M. Khumalo, 2009).

The family is further expected to inculcate in the child and every family member; good values, good moral behaviour, it must offer love and support, and the family must also teaches respect for others and their property (Mafuleka, 2009; Buthelezi, 2009). When a child is brought to church, he /she is also taught about the Scriptures, for example, the Ten Commandments, that is, “Thou shall not steal, respect your parents, thou shall not kill...”, etcetera (Exodus 20: 12-17).

Every aspect of life starts with the family, for example, if a child is getting love, he / she will learn to love other people and be happy in life (Deuteronomy 6 verse 7). The family forms the developmental foundation of a child and serves as a guiding institution for its members for good behaviour. All these values, behaviours and

teachings are supported, augmented and developed by the church and school respectively (depending on the age of the person dealt with) (Mafuleka, 2009; M.P Khanyile, 2009; Buthelezi, 2009). The parents have enormous responsibilities in moulding the lives and future behaviour of their children, and they do not like their children to become criminals, but the way the children are raised today raise concerns

The view of the family is that, to teach a child about human values alone is not adequate, but it perceives religious values as important to complete a person's development. The children are encouraged to attend church so as to be enriched spiritually. Most families at Madadeni are religious (Christians), believe in God and they always associate themselves with good behaviour and healthy relationships with others, and by so doing they promote good practices in the community (Memela, 2010; Vilakazi, 2010).

The irony and the bitter truth is that criminals come from families; they stay with them either as family or relative members. The family members of the criminals sometimes blame the members of the community for the misbehaviour of their children without conducting an in-depth introspection as to how they contributed towards their children's behaviour in society. The environments within which the children are brought up influence their total behaviour. Most crucial are the undefined rights of the children and the uncontrolled sale of liquor to the under aged children at Madadeni (Mafuleka, 2009; M.P. Khanyile, 2009).

The old saying 'umuntu ungumuntu ngabantu', literally translated to mean that "a person is a person through others", is still valid. One family cannot make a

community, and cannot be responsible for the safety of the community. Interconnectedness of families and the embracing of the concept of ‘good neighbourhood’ constitute a strong community that withstands challenges directed at it (<http://www.camps.police.uk/crimevention/nhw/forms/...>)

Urbanization has a negative impact on the manner in which black communities practiced their cultural lives and beliefs in their traditional places. These included looking after the neighbour’s homestead while the latter was away. The practice deterred and prevented crimes from being committed in the neighbourhood or locality (Ras, 2010; M.W. Khumalo, 2010; Masondo, 2010). Today it is almost a common occurrence that a neighbour’s house is broken into and valuable properties are stolen.

As the investigation progresses and the suspect is arrested it is very often revealed that the suspect (who happens to be a stranger) was working in cahoots with the child from “next door” who is a neighbour (Siwela, 2009; R. Masondo, 2009; Memel, 2009). These actions create enmity, hatred and mistrust between or amongst families in the locality. For all purposes the spirit that is being encouraged by the Scriptures and the idea of “having a good neighbour” is destroyed (A.M Khumalo, 2010; Z. Mchunu, 2010).

Families have expressed concerns that the traditional upbringing of a child was a community responsibility which made it possible for a child to be guided and reprimanded for any misbehaviour by every adult person. This gave the assurance to parents that their children could not misbehave in front or presence of an adult and simply go away unpunished. Even meting out punishment that is commensurate to the

misbehaviour, was allowed, and was not perceived as the violation of the child's rights, or any form of criminal charge (B. O. Maseko, 2008). The abdication of the community's responsibility to assist in nurturing children has resulted in the upbringing of children to almost "exclusively" be an individual task, namely, that of a parent. In addition to this, very often, many parents (especially fathers) are no longer respected by their children and others, because of their behaviour within the community (Ras, 2008).

Poor or bad examples of parents include: involvement in crime, befriending children and drinking together in shebeens/ taverns, having love affairs with young girls, etcetera (N. Nkabinde, 2010; Ndlovu, 2010). Most parents (respondents) indicated that they first had learned about their child's involvement in criminal activities when the police were investigating a case and had to arrest the child. Some families only have four room houses and cannot accommodate all family members in these rooms. As a result they erect or build a shack at the back of the house or next to the outside buildings where the boys, in particular, are sleeping. Because of lax supervision by parents, the boys then move out at night and join friends either at shebeens, taverns or night clubs, get involved in liquor and drugs and engage in crime, for example, burglaries, rape and theft of motor vehicles (section 4.4.2.2.1).

The family is defined as a group of people who are related to each other, especially parents and their children. Family also refers to ancestors (J.A.N.Maseko, 2009; Ras, 2010) It is common amongst Africans to include extended members of their families to the description of a family. These include: grand parents (both maternal and paternal), cousins, aunts and nephews. The availability of alcohol and drugs and abuse thereof

does not only contribute to crime, but also cause much pain to parents whose children traverse on this dangerous path (Buthelezi, 2009; Msane, 2009; section 4.4.1). The situations expressed by both family and church members at Madadeni, directly affect safety and security in this town and increase the demand for policing (B. O. Maseko, 2008).

Community policing is a philosophy of policing, based on the concept that police officials and private citizens must work together in creative ways, trying to help solve contemporary community problems related to crime, fear of crime, social and physical disorder, and neighbourhood decay. This philosophy means that police departments must develop new relationships with law abiding people in the community, including parents and church leaders, to allow them to all have an important say in the upbringing and rearing of a child (Ras, 2008; Trojanowicz et al.; 1998:5).

During conversations with respondents in Madadeni, representing different families, churches and schools, it became clear to the researcher that the parents have a duty to teach their children the right ways while they are still young, so that when they grow older, they will continue to live in that way (Proverbs, 22 verses 6). Parents serve as role models for the children and the importance of parents behaving well in the eyes of their children goes a long way in creating future leaders and responsible citizens (Vogel, 2008:23; <http://www.wiley.com>).

There is no doubt that the general behaviour, sound cooperation, respect and communication of the parents in conducting their affairs that is witnessed by the children does impact positively on the growing children. Bad behaviour and practices by parents also affect children negatively. Melde (2009) places an emphasis on the

role of peers in the development of emotional reactions to crime. He (Melde, 2009) further states that the developmental appropriateness of peers during adolescence provide the child with a deciding social forum within which some youths could learn to imbue specific behaviour such as drugs and alcohol abuses, fighting and stealing.

According to Mc Murrin and Hollin (1993:5) the excessive liquor consumption and indulgence in drug abuse are the causes of most societal problems associated with physical, mental health, absenteeism (school/ work) suicide, family violence and family disharmony. As Bezuidenhout and Joubert (2003:34) indicate, certain misbehaviours are perceived and considered as misbehaviour only when committed by children (youth), otherwise such would be defined as crime if committed by adults. These misbehaviours include: absenteeism, alcohol consumption, running away from home incorrigibility and immoral conduct (<http://www.journalism.berkeley.cdu>).

Although Bezuidenhout and Joubert (2003) have pointed out that many parents see criminal activities of their children as not serious behaviour or as typical ‘‘adolescent misdeeds’’, the fact of the matter is that these behaviours are very often crime, and that these types of crimes frequently occur at Madadeni. The question is, what role does the Madadeni police play in conjunction with families and churches to effect a positive change? In other words, what do they do, and what do parents do to ensure that the children stick to the laws and acceptable norms of society? (Ras, 2008; A.M Khumalo 2009, Memela, 2009; M.P Khanyile, 2009).

#### **4.7.2. The perspectives of the young people at Section 4 and Jobstown on community policing at Madadeni**

The researcher conducted conversations with two youth groups at section 4 to obtain their perspectives on crime prevention and the notion that the young people are responsible for the majority of crimes at Madadeni policing area. These youngsters had conceded and expressed concerns about the increasing involvement of the youth in criminal activities within their own communities (Mkhonza, 2010; Mbuyisa, 2010; Ndlozi, 2010).

They further had expressed concerns that there is no concerted effort put by the police to direct their operations where most crimes are committed. They indicated that the police spend some time with them at shebeens and some are acting like patrons in such places because they get special treatment. It has transpired during the conversations that most of property crimes (housebreaking, theft, theft of motor vehicles and out of motor vehicles) are committed within their own communities by strangers who are working in cahoots with the local youth who have an understanding of the lifestyle of their “target” (neighbours). The drivers to such acts are said to be jealousy, greed, and quick cash for liquor or drugs (Dube, 2010; Kraai, 2010; Makhubu, 2010).

The youth has also expressed concern about the future generation’s capacity to take the leadership baton from the current leaders, since they (the youth) are mostly involved in crime and imprisonment. The concern of involvement in criminal behaviour is equated to the concern on HIV/ AIDS, especially amongst young people (Malika, 2010; Ntombela, 2010; Mbanjwa, 2010). The two groups drawn from the

township and rural area are in agreement that liquor and drug abuse are the main contributors to the youth's uncontrollable behaviour and involvement in the commission of crime.

The researcher has further enquired as to what their roles are in preventing crime at Madadeni. In the responses they averred that they regard themselves as capable in ensuring safety in their environment because they know most of the people in the vicinity and could easily identify strangers (N. Nkabinde, 2010; Sibisi, 2010; Gama, 2010; Mazibuko, 2010). Again the question is: what role does the police of Madadeni play in ensuring that the youth can contribute to a safer town?

#### **4.7.3. The respondents' perspectives on the role of the church in community policing at Madadeni**

The researcher conducted conversations with various church members and leaders to obtain their perspectives on the crime situation, and the role of the church in crime prevention at Madadeni. T. Ziqubu (2010) and Luvuno (2010) have described the church as part of the family and that each family is part of the community. The crime wave felt by the families or communities, (some of whom are members of the congregations) is also felt by the church.

The church supports good values instilled in people by the family (as a first level of education) but is also affected by the events that affect the communities, such as crime incidents, unemployment, and political instability etcetera. The church as a social institution (made out of families) subscribes to the view that the crime rate is high at Madadeni (section 4.4.1) and that drastic and urgent action is necessary. The view was that the church has inherited the antisocial behaviour of criminals from society

and that these type of behaviour must be discouraged and eradicated because it pose a risk to the survival of the church and their members (T. Ziqubu, 2009; Khanyile, 2009).

Church members also have pointed out that, through their teachings and preaching to its members at various internal structures their churches were reaching out to its members and outsiders to convey a message of peace and holiness – just the opposite of those involved in crime. Churches indicated that in order to reach those who are not converted, they continuously conduct revivals in the streets, spreading messages of love and peace. About 85% of the communities of Madadeni are religious, with the majority aligned to the Christian faith (Memela, 2008; Buthelezi, 2009).

The testimony of Madadeni being a religious community is evident not only on Sundays and Good Fridays, but also on Tuesdays, Thursdays and Saturdays when joint services are held, and sick members are visited, who are either at homes or in hospitals, and bereaved families are comforted (Khumalo, 2009; Msane, 2009). The denominations listed in table 4.4 below indicate some of the churches found at Madadeni and their dominance is indicated by the number of churches they have.

**Table 4.3: Some of the churches found at Madadeni**

<b>Denomination</b>	<b>No</b>	<b>Denomination</b>	<b>No</b>
(a) Anglican Church	2	(a) Nazareth Baptist Church	4
(b) Free Methodist Church	2	– Temples	
(c ) Dutch Reformed Church	2	(b) Presbyterian Church	1
(d) Jehovah’s Witness	3	(c ) Potter’s House	1

(Kingdom Halls)		(d) Roman Catholic Church	5
(e) Lutheran Church	3	(e) Salvation Army	2
(f) Methodist Church of S. A.	10	(f) Zion Christian Church	6
(g) Enyonini	1	(ZCC) – uses 6 schools	
(h) Maranatha	1		

(Audited: B.O. Maseko, 2010 and Newcastle Advertiser, 2010)

The churches confirm their roles as being that of preaching the ‘word of God’, which *inter alia* means that their members are not involved in criminal activities (Mbonane, 2010; Memela, 2010). There is no doubt that the church is concerned about the number of its members, especially young people who engaged in criminal activities and end up in prisons.

The respondents (church and police) indicate that there are no formal relationships that exist between the two institutions to fight crime. The interactions between the police and the church are more on an *ad hoc* basis and its effectiveness can hardly be measured (A. Khumalo, 2010; Mtshali, 2010; B. Mdlalose, 2010). Their (churches) missions are to talk about the ‘Ten Commandments’ and other Scriptures, that God gave to the people to adhere to (Exodus, 20: 12-17). There is general consensus that the objective of the church is to preach the word of God and to mould people’s behaviour so that they can be good citizens and live together in harmony with their other fellow human beings. However, this good ideal / objective still remains an important challenge in Madadeni.

#### **4.7.4 The perspectives of the Christian Youth on community policing at Madadeni**

The researcher conducted conversations with four Christian Youth Movements at Madadeni to get their views / perspectives on the crime situation and the assertion that some young people within the church are also engaged in crime. These are Siphumelele Methodist Church, the Zion Christian Church at section 6, the Anglican Church at section 5 and the Roman Catholic Church at section 7.

The groups indicated that they regard the crime rate as being on the increase and concede that the youth, including those in the church, are increasingly becoming involved in crime, which is “most scary” for religious families. Asked about the relationship amongst the family, church and school teachings, the youth indicated that their foundation of development is concretized within the family, and nurtured and enriched at church and school (Buthelezi, 2010; Sithebe, 2010).

The respondents indicated that the churches are also negatively affected in the same way as families are experiencing the wave of crime (cf section 4.5). Their observations are that parents “have relaxed” in their responsibilities to develop their children in a way that would prevent them from indulging in intoxicating liquor and drugs, which make them to clash with the law (Sithebe, 2010; Mazibuko, 2010).

Ironically, most children, whether Christian or not, school going or young adults, claim to know much about life and human rights, and even more than parents. Hence most young people are excessively involved in liquor and drugs, and some of them commit serious crimes and land in prison (Mavuso, 2010; Mthembu, 2010; Gama, 2010). While the church, as an institution is continuing with its mission to nurture

people spiritually, it has not participated in systematic programmes relating to crime prevention in partnership with the police at Madadeni.

The youth conceded that some of their members have been arrested for crimes that are always discouraged in terms of the Scriptures, that is, “Thou shall not steal”, and “Thou shall not kill...” (Exodus 20), etcetera. The youth further acknowledged that indulgence in liquor by the religious youth is viewed as a great risk by the church, school and society (Sithebe, 2010; Gama, 2010). In order for the church to succeed the family must be spiritually strong and linked to other fellow worshippers for support. According to them there is an identifiable gap of abdication of responsibility at home, which then affects the church and school alike in terms of individual behaviour. Most parents, even religious ones do very little to ensure that their children are not involved in drugs and liquor (I. Zwane, 2010; S. Mchunu, 2010).

#### **4.7.5. The respondents’ perspectives on the role of schools in the prevention of crime at Madadeni**

According to Ngwenya (2009) and M. Zondo (2009) education is “not a stand alone” discipline because the school occupies a supportive role to other related institutions like the family and the church in human development. The school is briefly discussed as one of the critical institutions in a human being’s life cycle.

This section considered the perspectives of different respondents on the role of education (school) in crime prevention and the relationship amongst the family, church and the school. The main goal of a school is to lead the child to adulthood through education which enhances the capability of the person to think in a rational manner and make a clear distinction between rights and wrong (Van Heerden, 1995).

The school also equips the child with skills, knowledge and the value systems that would further assist the learner to acquire life long skills that contribute to societal development (B. O. Maseko, 2008).

Before 1994 it was acceptable to administer corporal punishment to learners as a way to instil discipline and cause the learner to work hard (G. Maseko, 2009; Ngwenya, 2009). During the conversation with the learners (respondents), they continuously highlighted that there are countless social problems that they encounter on a daily basis, like poverty, unemployment, diseases, liquor and drugs, crimes, and peer pressure (B. Zwane, 2010; Mkhonza, 2010).

The educators have echoed the sentiments of the family and the church about the youth's involvement in crime. According to them the youth's consciousness of their rights are seen as one of the main reasons why they (educators) struggle to educate them (the youth). This situation has led some youngsters to destroy their future because of doing things that were wrong (Shabalala, 2010; Malinga, 2010).

Educators further highlighted that it is common for learners to neglect to do school work, or to attend classes. They simply leave school before the time and proceed to shebeens or taverns where they easily obtain liquor and drugs. Learners have become aggressive towards teachers and they have no respect for the traditional "teacher-pupil" relationship. There is a mismatch, between what respondents (learners) believe should happen and what the system of governance prescribe in the education environment (Mathews, 2010; G. Maseko, 2009; Z. Mchunu, 2010).

Reference is made herein with regard to the conflicting views relating to corporal punishment versus other means of disciplining learners. Educators hold the view that the abolition of corporal punishment was done without complete understanding of its value in controlling the learners. The educators draw a distinction between assaulting learners or violating the learners “human rights” and “punishment” for failure to perform school work.

Education, *per se* cannot change the total character of a person, but assists the individual to think and act positively and it nurtures and develops what has been instilled by the family and church. There are examples of some of the learners who are in prison or ended up in prisons but who during their schooling term did not display any criminal tendencies (Zondo, 2010; Jiyane, 2010; Mkhwanazi 2010).

The school perceives its current interaction with the police as being on an *ad-hoc* basis which is unilaterally planned and implemented without consultation by the police (Mkhwanazi, 2010; Buthelezi, 2010). It is believed that if a more formal structure could be established it can promote interaction and further empower the role players (learners and educators) on safety matters. There is no specific role that the school has been invited to play except when the school invites the police to address a specific problem encountered at school (K. Vilakazi, 2009; Mngomezulu, 2010).

Traditionally the parents were transferring their children to schools where they were “taken over” by the teachers for purposes of care, education, personal development and discipline. The teachers assumed the role of parents and meted out punishment where necessary, educated children on human values and reinforced religious

teachings that made out responsible and God fearing communities. This practice is called in “*loco parentis*”, which is a Latin term. The *in loco parentis* is defined as having the same responsibility for a child as the parent has (*Oxford Advanced Learners Dictionary*, 2001:617). Educators indicate that there is no room to assume the role of *in loco parentis* today because, in most schools educators are specializing in subjects, which practically means they are only exposed at times to a class for only 35 minutes. Some educators do not have classes that they supervise which can enable them to engage the students on basic life issues (Zondo, 2010; J. Maseko, 2010).

Schools are always viewed as places of developing, nurturing and preparing children for the future, but recently schools at Madadeni have become centres of crime and violence. This is not only between and amongst learners but has extended to accommodate conflicts of learners against educators and *vice versa*. In some instances there are also gangs involved in schools and even rivalries between some school members of different schools (Van Jaarsveld, 2008: 175, Vilakazi, 2010; Sokhela 2010).

The researcher further had conducted conversations with grade 12 classes of 2009 at Sabela and St Lewis Bertrand’s high schools with the view to obtain their perspectives on policing Madadeni and the perceived involvement of learners in criminal activities, both in school and outside. The learners, Sithebe (2009), Mbonane (2009) and Zwane (2009) indicated that they find themselves in the middle of “two hard rocks”, that is, the traditional approach held by parents and teachers, and the new wave of “children’s rights” as propagated by the authorities and the media.

The interpretation and implementation of children's rights are viewed by parents and educators as conflicting with the traditional way of raising children. Some learners have indicated that since the abolition of corporal punishment some educators have informed them to do anything that they feel is within the scope of their rights and to take personal responsibility for their own actions. This has gone so far to the extent that if one is not in class or has failed to submit an assignment the educator does not even question the learner in this regard (B. O. Maseko, 2009).

This practice is contrary to the traditional way where one would be asked why one was absent or did not submit the work required and chastised if necessary. As a result of the prevailing situation most learners leave school and frequent shebeens where they engage in drug and alcohol abuse, joining criminal gangs and sexually harass their female counterparts, get arrested, convicted and languish in prisons (Van Jaarsveld, 2008:179; K. Vilakazi, 2010).

The learners have confirmed the assertions that crime is on the increase as well as the involvement of learners in criminal activities. They say that the behaviour that conflicts with the parents expectations can be ascribed to the easy availability and excessive indulgence in liquor and drugs by young people. The respondents said that the learners are taking advantage of the policy changes and emphasis on human rights and abuse them to their own disadvantage.

These actions translate into risks wherein crime is being imported into schools and these crimes lead very often to "turf" (war) zones with other criminal gangs. Briefly, crime has been exported to schools which make the environment unsafe (Van Jaarsveld, 2008:176; Hadebe 2009; Mkhwanazi 2009). The schools are experiencing

crimes that require police action, for example, assaults, theft, possession or use of drugs or alcohol, murders in some instances and general truancy. However, obtaining speedy police action is difficult. It seems that schools in Madadeni are really experiencing real challenges here (Ngwenya 2009; Jiyane, 2010).

Another challenge seems to be that most parents, irrespective of the level of illiteracy that still exists, find it difficult to contend with the educational system that changes every year and tends to alienate children from parental support. The perceived alienation of parents from their children leads to a situation where good values that are supposed “to be built” into children’s lives, are becoming scarce (Mwali, 2010; Zondo, 2010; Shabalala, 2010).

Schools are in essence places for children to learn and to feel protected. However, crime is a serious problem that is facing the whole of society today. This is associated with the fact that more than 45% of the prison population are people that are younger than 40 years of age (H. Strydom & C. Strydom, 2006:20).

While recent policy prescriptions in the South African education system place an emphasis on parents’ involvement in the education of their children (Vogel, 2008:16), the reality is that they are not very much involved at all. The schools are faced with a variety of challenges within the school premises; some are created by learners while others are introduced to school by outsiders. The researcher has noted that the South African Schools Act (1996) is silent on how “prohibitions to school premises” are to be ensured.

Conversations conducted with school governing bodies at Madadeni indicated that challenges relating to learner behaviour ranging from absenteeism, it is, the late coming and non-attendance of classes by learners, the consumption of liquor by learners, drug usage and abuse, to issues related to sexual harassment. The attendance of the police in these cases were not very effective because at times they only arrive after the perpetrators (especially the “outsiders”) have left. The envisaged partnership amongst School Governing Bodies and the police do not exist at present in Madadeni which hampers communication between the two institutions (Siwela, 2010; Mwali, 2010).

While the researcher agrees with the respondents about the existence of socio-economic challenges at schools he does not agree that educators and young people should simply “see themselves” as victims of a situation in which they do not have any responsibilities. Everyone has to take responsibility for himself / herself, and for others. By taking responsibility and by starting to act in a responsible manner, change can be effected. According to the Draft Regulations concerning Control of Access to Public schools (2001:3), it is clear that any form of violence and drugs in schools are prohibited, and teachers and learners know that. The school authorities and the police just need to enforce the law and the police the schools (B. O. Maseko, 2008). .

While the estimated population that is found in education centres every week day in the Madadeni police station area is estimated at 38 000, no contingency plan exists between the police and the education department in Madadeni (Kwa Zulu Natal Department of Education, Northern Natal Cluster, 2008/2009; Mkhwanazi, 2009). This needs urgent attention to prevent any possible crimes that may occur in future.

#### **4.7.6. The respondents' perspectives on the effectiveness of the Community Policing Forum (CPF) and sector policing at Madadeni**

Respondents were asked to give their perspectives on the effectiveness of the Community Policing Forum at Madadeni. The Station Commissioner, Senior Superintendent Mchunu (2009) and the Chairperson of the CPF Zikhali (2009) indicated that the station has a functional and viable CPF structure, with seven sub-forums. They (Mchunu and Zikhali) further indicated that sound communication exists amongst the station and the CPF structure as well as the communities and the station CPF.

One of the Batho Pele principles prescribes that, "citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered" (cf. section 4.2.1.6 and Annexure 19). The majority of the respondents indicated that they do not remember any time the police or the Community Police Forum (CPF) invited them to participate in a meeting where the standards of service were explained to them (Shabalala, 2009; Xaba, 2009). The CPF and sector policing are always spoken of on radio and television, but nothing is practically happening that reflects the viability and impact of the CPF on crime fighting at Madadeni.

The respondents said that they would be surprised if they were to be informed that the CPF is viable and that the sector policing is working at Madadeni because nothing has so far changed from what the police have been doing all these years. They still do not attend to the complaints and do not give the complainants' feedback on their cases, and as a result, they lack respect from the community (Zwane, 2009; Nkabinde, 2009; Masondo, 2010).

The police and community representatives do hold meetings to discuss crime and other community complaints but the minutes and explanations do not reveal how community concerns are channelled to the police and feedback provided to the communities (Community Police Forum Meeting January 2009). Although various projects are alleged to have been undertaken in the past year (2008), the Evaluation Report for the Madadeni Community Policing Forum for the 2008/2009 financial year reveals that there are a number of challenges still faced by the station in this regard.

The challenges are that the community does not understand community policing and does not associate itself themselves with the structure of the new style of policing and that the structure is apparently politically aligned (Madadeni Community Police Forum Evaluation Report, 2009). The Analysis Report of Madadeni CPF and the Youth Desk for the 2008/2009 financial year on the other hand outlined the critical issues that they have prioritised for the 2009/ 2010 financial year. These include:

- (a) Finding solutions that will reduce crime,
- (b) Ensuring that criminals are brought to justice,
- (c) Protecting everyone's rights and to be impartial,
- (d) Improving the response time in answering of telephones,
- (e) Improving response time in attending to complaints and crime scenes,
- (f) improving victim support at the station.

The researcher interpreted the Evaluation and the Analysis Reports (2008/2009) as produced by the CPF and Youth Desk of Madadeni as a serious contradiction of the situation as presented by the CPF Chairperson, Station Commissioner and other police members. Members and officers at Madadeni police station have indicated (section

3.5.1.1) that all was well and the CPF was achieving the set objectives, whereas the analysis report of the same structure presented a contradictory picture which confirmed the assertion made by other respondents. Some of the members interviewed at Madadeni police station shared the view that community policing tends to be softer on crime and enforces a social work approach into policing that is dominated by the ruling political party. The myths and misconceptions expressed by the members of the police service have slowed the momentum to translate related policies into devising strategies to mobilise and involve communities in policing matters in a meaningful manner (B. O. Maseko, 2010).

De Vries (2008:129) clearly indicates that, in acknowledging that community police forums are intended to facilitate the implementation of, and the achievement of broad community policing policies in the improvement of service delivery, it remains clear that there still exists a difficulty in understanding the nature of service delivery in a democratic society with specific reference to Madadeni. The description of a viable and effective CPF structure is also not clear to Madadeni police station.

According to Minnaar (2003:29–31) a multiple of situations that misinterpret community policing or community oriented policing have developed over the years.

Community policing and or community oriented policing has not only been met with resistance on phases into the policing arena, but have also been marred by myths and misconceptions. Montesh (2007:33) explains sector policing as a British strategy that was imported to South Africa in an attempt to bring policing nearer to the people and improve community involvement. He highlights the fact that there has never been a focused research with the view to determine the applicability of sector policing in the South African context, with its unique dynamics of rural and urban environments.

Sector policing is designed to segment the station area into smaller manageable geographic blocks, ideally numbering between five and eight (depending on the size of the station area) ([http://www.popcentre.org/library/crime prevention/volume05.htm](http://www.popcentre.org/library/crime%20prevention/volume05.htm)). Madadeni police station indicated that sector policing is in place with four sectors all in phase 5 of implementation. The sectors cover the whole of its policing area which is estimated at 112 sq km. The station area is divided into the following sectors:

**Table 4.4: Madadeni policing area sectors**

<b>Sector</b>	<b>Areas covered by each sector</b>	<b>Estimated households per sector</b>	<b>Estimated population per sector</b>
1	Sections: 1, 2 3, Ikhwezi and K Section ( Enyokeni & Ekhanana)	5420 families	37940
2	Sections:4, 5 and 6	8022 families	56154
3	Section 7: ( subsections L,M,N,R and P	6500 families	45500
4	All trust farms: (Johnstone, Blaauboschlaagte, Zuka, Dick Halt,Jobstown Musiskraal, Masondale and Lister farms )	12608 families	88256
			227850

(Madadeni Police Station Intelligence Profile 2009)

The researcher dealt with the two dimensions (community police forum and sector policing) as related structures for purposes of understanding the general approach to community involvement in policing matters at Madadeni. Despite its good intentions, sector policing at Madadeni was also received and established with very little understanding about what it exactly means to implement (B. O. Maseko, 2008).

As indicated in Table 4.2 above, only four sectors were created for the entire station precinct which defeats the purpose of 'smaller and manageable geographical sectors'. The station contradicts itself in terms of the phases of its sector policing status, namely, the Station Intelligence Profile (2009) rated all four sectors in phase 3, while the Evaluation Report of the CPF and sector policing (2008/2009) indicates that sector policing implementation is in phase 5 in respect of all sectors.

The researcher has made follow up conversations with officers and members at Madadeni police station on the principle of manageable size, the phases of sectors and the discrepancies observed in terms of phases. The follow-up conversations conducted with some members and officers at Madadeni were intended to clarify the identified gaps with regard to the existence and status of the community police forum as well as sector policing. Instead, they referred to sector policing and community policing as 'paper exercises'. They explained that if all is well on paper the station is not queried for failure to implement either CPF or sector policing, but normal policing or traditional policing is on going as there are no resources to support these structures.

The excerpts of the Evaluation Report at Madadeni on community policing forum activities (section 4.4.2.3.2) and sector policing indicate that the latter (sector policing) is not properly implemented and lacked promotional strategy (Community Police Forum and Sector Policing Evaluation Report, 2009). The general understanding of community involvement appears not to be taken seriously at Madadeni. This has led in practice to sector policing only becoming a theoretical concept that is not effective on the ground, because of the inability of the police to truly understand and implement its real value.

According to Rauch and Dixon (2004:26) sector policing is strongly aligned to crime prevention as a method of policing which is intended to bring about effective crime prevention programmes. Crime prevention programmes that emanate from well implemented sector policing include: community involvement, viable community policing forum/s, modernisation and acceptance to globalised policing and ensuring improved service delivery.

#### **4.7.7. General perspectives on the formal partnership approach in the policing of Madadeni**

Business people at Madadeni hold the view that viable partnership between the police and them could improve safety levels and also enhance service delivery to communities.

##### **4.7.7.1. Madadeni respondents' perspectives on the role of business in preventing crime through partnership with the police at Madadeni**

Business executives/ managers/ owners were asked to give their perspectives on the crime situation and the role of business in crime prevention at Madadeni. During the conversation it transpired that Madadeni policing area has an industrial estate in Unit H, which is made up of thirty four (34) industries. Nineteen (19) of these industries are major clothing factories manufacturing mainly for export, while fifteen (15) are small business enterprises operating either as sole ownerships, partnerships or close corporations. The major industries have employed about 5 500 people amongst the local people (<http://www.crimeprevention-intl.org/Publications/pub-17vol.pdf>; Sithole, 2009).

Madadeni Central Business District (CBD) is situated at Unit G and has various types of businesses that are operating there, including the Shoprite Checkers Centre. These include: the Beer Wholesaler, Madadeni hotel, the Medical Centre, the Petrol Station,

Kwa Majola shopping centre, Nyanda Bottle store, Ndukenhle Mini Supermarket and Maseko Villa (Chiliza, 2009; Sibeko 2009). The centre has 9 381 square metre rentable space to about 56 shops and 15 offices including Shoprite checkers and the Post Office. Besides the centre, about twelve other businesses are found in Unit G. A number of other active informal businesses ranging from tuck shops, hawkers, taverns, block makers and telephone operators are found at Madadeni and distributed across the policing area (P.S Vilakazi, 2009).

Notwithstanding the economic activities at Madadeni, there is no formal structure that coordinates partnership between the police and businesses in fighting crime along the Business Against Crime South Africa (BACSA model) (Shandu, 2009, G. Nkosi, 2009; D. Dlamini, 2009). Businesses conceded that partnerships could have enhanced safety in the area and facilitated effective crime prevention programmes where all role players understand their roles and responsibilities, with sound and effective communication amongst the participants (Sibeko 2009, Sithole, 2009).

Shoprite Checkers is the largest Shopping Mall at Madadeni where about 36000 people visit every week. Besides the challenges to the centre, Shoprite alone attracts about 85 % of the total influx of people, and amongst these shoppers are those who also try to commit crimes at Shoprite and also at other business enterprises (formal or informal), and / or to rob customers in the vicinity of the centre. Shoprite, in partnership with Ithala, has engaged the services of a private security company, namely, Kwa-Zulu Natal Security Services (KZN Security Services), to protect the lives and properties of the Centre and its customers. According to Sibeko (2009), who is the Regional Manager of Shoprite Checkers, and Vilakazi (2009), who is the Ithala

Manager, responsible for the centre, the crime situation is a cause for concern for business people.

Both Sibeko (2009) and Vilakazi (2009) have indicated, that while they take responsibility to protect their property and the customers while shopping or conducting other essential activities, the police are not performing according to the public's expectation in the vicinity of the centre. The business people indicate that they continuously encounter difficulty in obtaining police assistance when needed. These relate to incidents of burglary in businesses, damage to property, shoplifting, and common assault, damaged vehicles at the parking bays, and general lack of professionalism at burglary cases and a lack of communication (feedback) with businesses.

To obtain the services of the police is at times a frustrating exercise to engage in.

While the police station is about 3 kilometres from the centre, it sometimes takes at least 4 hours for the police to attend to a reported incident or they never come. If they do attend to an incident, they would normally not have the necessary statement forms or other necessities to obtain information. This would necessitate that they have to drive back to the station, and very often they simply do not return to take the arrested person for detention or attend to the incident that was reported (B. O. Maseko, 2008).

At times shoplifters had to be released because the shops would have closed as the police would not have come when requested to do so. So far the practice that has been displayed by the police in Madadeni indicates unprofessionalism and a lack of interest in their job. The release of arrested shoplifters is viewed by businesses as

encouraging crime in society, as the shoplifters are not dealt with according to the legal process (Sibeko, 2009; P.S. Vilakazi, 2009; D. Dlamini, 2010).

In total, Madadeni Township has a number of shopping complexes that are located across Madadeni (cf sections 1.12 to 1.26). All these centres are potential targets for criminals. The security concerns outlined by business managers reflect that the business people are not satisfied with police activities in the area. Shoprite Checkers is accumulating an average of 58 shoplifting cases a month, but owing to inconsistencies encountered with the police, not all end up being recorded as crimes affecting the enterprise (Sibeko, 2009).

Communication with the police is lacking, and the fact that even businesses are not always properly organized exacerbates the problem of how local crime problems could be jointly tackled. According to P.S Vilakazi (2009), Sibeko (2009) and M. Dlamini (2009), business people do go out of their way to engage the police with the view to partner with them. According to them, they did establish working relationships with private security companies, deployed at the centre, and they have tried to establish a reporting point at the centre, but the police did not accept the assistance that has been offered (B. O. Maseko, 2010).

Ithala management even has offered an office that could be used by the police, free of charge, at the Centre, to ensure a permanent police presence at the centre, and they also recommended to the police to decentralize some of the police services', and to create a one stop service with non core functions, like certifying documents and affidavits, but the police has turned it down. Businesses are of the view that the police

can have the opportunity to establish various partnerships at the shopping centre, for example, to engage with the security officials at the various shops. They further indicated that the police appear not to be willing to partner with anybody else, other than the CPF.

In the view of business, the SAPS are in their view the lead department in the provision of safety in their area. Businesses therefore, felt that the police has to lead the mobilization of all prospective role players against crime. Madadeni has a number of businesses which can make great contributions if mobilized and engaged in crime prevention programmes (P.S.Vilakazi, 2008; G. Nkosi, 2009, Shandu, 2009). The actual impact of crimes directed at businesses has not been calculated so far, but its impact is so diverse that it is felt in different ways by the consumers and businesses alike. Violent crimes committed at the centre create the perception that the business centre is not safe for customers and more people are believe that it is unsafe to go there (B. O. Maseko, 2010).

The high rate of crime has the potential to affect the capability of any business to attract more customers, to recruit and train new employees, to boost workplace morale, to ensure the productivity of its workforce, and worse of all, to stay in business (Sibeko, 2010; Hadebe, 2010). The different types of thefts committed in businesses can compel the business to increase prices for the customers, it leads to a loss of revenue for government, it increase fear amongst customers, it leads to job losses for employees, and it also leads to a decrease in the value of property of home owners.

Although Madadeni has not been hit by crime to such an extent that employees are caused to resign as a result of crime, it is envisaged that if the situation is not going to change, this may soon become a reality (Sibeko, 2009; P. S. Vilakazi, 2009). The police seem only to communicate with businesses when requesting donations for an awareness campaign (Sibeko 2009).

The police need to communicate with business people on fundamental issues of safety, in the spirit of partnership, recognize the security officers who are employed and deployed in businesses as the first line of crime prevention, give them the support they deserve, and build good working relationship with them for the sake of information sharing (G. Nkosi, 2009, D. Dlamini, 2009). Businesses' have the resources that can greatly enhance policing through partnership at Madadeni. An example is the installation and the availability of a vehicle tracker system at the shopping centre that detects stolen vehicles in and around the centre. The SAPS, however, is not even aware of such a valuable asset (P.S. Vilakazi, 2009, Sibeko 2009, D Dlamini, 2009; see also Steenkamp, 1999; 2002; 2003; 2004).

The reason why there is no cemented relationship between the local police and business is the lack of communication, "a don't care" attitude displayed by the police, and distrust that has developed over a very long period. The decentralization of police services in Madadeni is not a new phenomenon because it was implemented in 1996 where two reporting points were established by the then Station Commander, Senior Superintendent Maseko (Sithole, 2009; Mazibuko, 2009). These were at the government building (formerly used by the Kwa Zulu Police Stability Unit) at the Centre in Unit G, and at Kwa Zulu Finance Corporation at Unit H. The park home at

Unit H was provided by Ithala Management, free of charge for police use (Sithole 2009). The reporting points were intended to facilitate the reporting of crime and or complaints without necessarily going to the main police station which is inaccessible to many communities. Two way radios and telephones were also used to maintain contact with the station (X. Mkhwanazi 2009, B.O Maseko 2009).

The reporting points proved to have been effective, and the station area was divided amongst the three service points, namely, the main police station, and reporting points at Unit G and Unit H. These effective reporting points were neglected and ceased to render services as new management came to Madadeni in 1999 (Siwela, 2009, Khabanyane, 2009; B.O. Maseko, 2009). The guiding principles for effective crime prevention are amongst others: to ensure that strategies are built around cooperative partnerships. These partnerships include: government (at all levels), communities, non-governmental organizations, the business sector, and civil society.

Combined businesses (BAC) can contribute to crime prevention programmes at Madadeni in various ways, that is, by contributing their know-how about the types and extent of crimes experienced by their enterprises, imparting of business management and corporate planning skills, human resource management skills and providing support on partnership projects that tackle the root causes of crime (Sibeko, 2010; Mazibuko, 2010; Sithole, 2010).

Individual businesses also have a pivotal role to play in social crime prevention programmes at Madadeni, like focusing on community concerns within their locality, allowing and encouraging their employees to adopt a school(s) and participate in volunteering programmes at such schools to educate children on good citizenship.

Businesses can also provide financial support to community organizations engaged in crime prevention initiatives, developing own initiatives to promote social values, and donate office space and equipment to print educational material on crime prevention (Mazibuko, 2009; Sithole, 2009; <http://www.crimeprevention-intl.org/Publications/pub-17volumepdf>).

It is an internationally acknowledged benefit to engage all levels of government, private sector, the community and civil society in one strategic effort to prevent, and to reduce the levels of crime and insecurity (<http://www.crimeprevention-intl.org/Publications/pub-17vol.pdf>). A partnership model that is known and exists in South Africa in crime fighting is between business and the government (police department), known as Business Against Crime South Africa (BACSA). Business Against Crime (BAC) is a non profit organization that was established in 1996 in response to a call made by the former president of the Republic of South Africa, Dr. N. R. Mandela, for the business community to be involved in the fight against crime (<http://www.bac.org.za/content.asp?PageID=232>).

Potgieter, Michel, Munnik and Ras (2003:35) indicated that the main reason that influences the growth in the private security industry is the dwindling confidence of the communities and businesses in the omnipresence of the police in places where crimes are likely to happen, and the substitutes, in the form of private security services, are engaged. The impact of a lack of cooperation between the police and the business sector is not easy to calculate, but it extends far beyond businesses and affects an entire area (<http://www.crimeprevention-intl.org/Publications/pub-125-1.pdf>).

#### **4.7.7.2. The respondents' perspectives with regard to the role of private security companies in preventing crime at Madadeni**

Business people have engaged the services of security companies to protect their property and customers while on their premises. These actions were mainly necessitated by the difficulty in obtaining police services when requested (Sibeko, 2008; P.S Vilakazi, 2008). There are four private security services engaged in different institutions and organisations at Madadeni. These are KwaZulu-Natal Security Services (KZN Security Services), Sukuma Security Services, Imbube Security Services and Fidelity Security Services.

The Kwa Zulu Natal Security Services has its head office in Durban, with M D. Phakathi as its Regional Manager for the Newcastle region. Sukuma Security Services, Imbube Security Services and Fidelity security Services have their head offices in Newcastle with Mr M. Sibiya, Mr P. Mbambo and Mr. Van Zyl as their Managing Directors, respectively.

According to Sibiya (2009); Phakathi (2009) and Mbambo, the relationships with Madadeni police station are cordial at their level. They then gave the researcher permission to conduct interviews and discussions with their officers on site regarding their first hand experiences in dealing with the police. Sukuma Security is mostly contracted at the public buildings (hospital, clinics and education buildings); the Kwa Zulu Natal Security Services are deployed at the Ithala business centre at Madadeni, while Imbube Security Services is deployed at different shopping complexes at Madadeni. Fidelity Security Services is deployed at the Magistrate offices, Home Affairs and the ABSA Bank at Madadeni (P.S Vilakazi, 2010). The assertions made by security officers for Kwa Zulu Natal Security Services, Buthelezi (2009) and

Mdlalose (2009) indicated that there is no cooperation between themselves and the police at Madadeni.

It also happens that they arrest criminals who are robbing people at the ATM's and shoplifting cases, but when contacting the police, it takes hours before they attend or they never come at all. This delay causes problems because they do not have detention facilities and the guarding of the arrested person(s) for hours disrupts their operations. It is said that at times criminals have been released because the police did not respond to the calls to fetch the arrested people.

Mdlalose (2009) and Buthelezi (2009) further indicated that cooperation is of such a nature that if a police official comes for shopping with a police vehicle, and the security officer requests some assistance, the police officer will refuse and promise to inform the CSC to attend, which most of the time does not materialise. Imbube Security officer, Nkabinde (2009), and Gasa (2009) of Sukuma Security, as well as Ndlovu (2010) and Vilakazi (2010) of Fidelity Security Services, have echoed the assertions by their KZN Security Services' counterparts.

Gasa (2009) of Sukuma Security has indicated that they are deployed at seven clinics and Madadeni hospital, but very rarely do the police officials, who are on duty and who are responsible for crime prevention duties, ever visit them to establish facts about any prevailing situation. Security officers believe that they possess bundles of information to share with the police as they are experiencing some actions first hand, but the lack of communication between the police and them, hampers the prospects of intelligence sharing. The myths that prevail on the "low" status of security officials

has greatly influenced the way the police at Madadeni view and perceive private security officers.

In December 2009, during a visit of Madadeni police members to Chinese factories, factory owners have expressed their concern about the lack of cooperation between the police and the security companies that they (the Chinese) have contracted to protect their assets (Your Community News, December 2009:6). According to Councillor Lui (2009), crime can be decreased if the interaction between the police and the community is strong. 'Often community members turn a blind eye to suspiciously behaving people and fail to report to police. There is no doubt that if there is good communication amongst the police, community and businesses, a lot of Information, relating to crime and criminality can be shared, and will improve proactive crime prevention strategies that can ultimately leads to a much lower crime rate (Lui, 2009).

One important element of private security services that is neglected at Madadeni by both the police and other respondents are the 'car guards'. When the researcher asked them (police and civil respondents) about the car guard's role and value added to policing it became clear that it is a far fetched phenomenon. Although Madadeni only has informal car guards at Checkers centre, they play a critical role to protect vehicles while the owners are shopping (B.O. Maseko, 2008; Ras, 2008).

According to Sikhonde (2010) and Nene (2010), who are car guards at Madadeni Checkers, their services are not only confined to vehicles' safety but are spread to the entire parking area. They indicate that their presence is also a deterrent to would-be-criminals and protection of would-be-victims in the parking area. They (car guards)

do not even confine themselves to the safety of the vehicles of only those owners who have asked them for protection, but they cover all vehicles. They indicated that they also report damages caused to vehicles at the parking bays, but for them to secure police assistance in the case of any incident, remains a great challenge.

Today, the private security industry is growing and occupies a strategic place in the South African economic development and safety and security of people and property. Private security companies mainly serve the interests of their clients and perform personal protection for people and especially property, at a cost (Potgieter, Mitchell, Munnik; Ras, 2003: 35). According to Potgieter, Mitchell, Munnik and Ras (2003:36-41) there has never been adequate attention given to car guarding activities, notwithstanding the visibility and security service that they provide in the parking areas. The researcher maintains that car guards can definitely contribute to a better policing of the Madadeni Checkers Centre and individual shopping centres that are spread all over the policing area (B. O. Maseko, 2008).

#### **4.7.7.3. The respondents' perspectives on the role of the Madadeni Taxi Association in crime prevention**

According to Magagula (2010) and Simelane (2010) the members of the Taxi Association at Madadeni view the incidents of crime as being on the increase and it affect their businesses. They have indicated that they are directly affected by theft of motor vehicles, theft out of motor vehicles and robbery of cash by rival groups within the Association. Various cases have been reported to the police but no positive action is being taken, but if an incident is affecting a police official who owns taxis, the action by the police is swift.

The police have developed a tendency of refusing to register cases emanating from the taxi people and refer them to the Association to resolve, which further heightens tensions amongst members (X.A.S. Khumalo, 2010; M.T. Luvuno, 2010). With regard to the violation of traffic laws the members of the Executive Committee have gone to the Newcastle Traffic Department to request strict law enforcement for taxi drivers who disobey traffic rules along Madadeni/ Newcastle road, especially during peak hours. They (respondents) aver that the authorities refused to assist and said they do not have police officials who can police taxi drivers (E. B Nkosi, 2010; S.P. Kunene, 2010).

The taxi industry is in most parts of the KwaZulu Natal province perceived as trouble makers or even a lawless industry. The researcher conducted conversations with the Executive Committee of Madadeni Taxi Association with the intention to obtain their perspectives on the general policing of Madadeni and the police's role in the prevention of crime at Madadeni. The respondents in this industry believe that the police at Madadeni have typified them as being a troublesome industry which leads to them being stereotyped as "uncooperative", "hostile" or even prone to crime. They have highlighted that the attitude exhibited by the police towards them is that of aggression, suspicion, and that the police like to act against them in a punitive manner (Khumalo, 2010; Luvuno, 2010).

According to the Code of Conduct of the Taxi Association, no operator is allowed to operate a vehicle that is not properly licensed and registered as a taxi. It is further outlined that drivers and operators must comply with the rules of the road and respect law enforcement authorities (Code of Conduct, Madadeni Taxi Association, 2010). The absence of the police of Madadeni's involvement in the taxi industry is a

potential recipe for disaster (Ras 2010). There is no doubt that the Madadeni Taxi Association can play a very important role in crime prevention in Madadeni because members of this association are transporting hundreds of community members every day and they certainly have the opportunity to communicate and liaise with the public. The police can work closely together with this association in order to win the hearts and minds of the public in their fight against crime (Ras, 2010).

#### **4.8. COOPERATIVE GOVERNANCE AGAINST CRIME AT MADADENI**

The White Paper on Safety and Security (1998) dictates that specific government departments must work together to decrease the incidents of crime. This can be achieved through joint projects and programmes that are aimed at removing the root causes of crime (sections 4.4.2.3 and 3.5.1.1).

##### **4.8.1 The respondents' perspectives on the role of the Newcastle Municipality in social crime prevention at Madadeni**

The Municipality of Newcastle is not participating in any of the structures that are destined to deal with socially related challenges in Madadeni. These include; social crime prevention initiatives and the community police forum (Zikhali, 2009, Mokoena, 2009). According to the Newcastle Municipality Integrated Development Plan (IDP) it is reflected that: the housing backlog in the Newcastle area is estimated between 19 000 and 30 000 with a waiting list for houses estimated at 32 000. The unemployment rate is estimated at 31.4%, while people without sanitation are estimated at 32% and untarred roads are in the region of 56 % (<http://www.newcastle.gov.za>).

The issues highlighted by the Newcastle IDP carry a security threat in the form of service delivery protests which are mostly accompanied by violence. Between 1999

and 2009 (10 years) only 9 000 housing units were built and the situation indicates that the environment will still not enhance policing initiatives in the next 10 years. It has been noted that the list of organizations mentioned in the IDP excludes the SAPS and confirms the perception that cooperative governance is still very illusive in proper service delivery.

Madadeni police station serves the area that falls within the jurisdiction of both the Newcastle and Amajuba District Municipalities. This area includes the township and surrounding Trust farms. The introduction of local governments as role players in issues of safety and security is particularly intended to enhance the local prioritisation, implementation, and monitoring and accountability functions of community mobilization against crime rather than leaving it only to defective CPF structures.

The local government is viewed as a level of government closer to the people, and has the leverage, in as far as coordinating the people, is concerned. The municipality is supposed to be a key role player in the development and implementation of community based crime prevention programmes. It is also well placed in terms of coordinating and consultative mechanisms which can be easily utilized in solving crime problems in communities (<http://www.aic.gov.au/publications/crm/crm019.html>).

The researcher held conversations with Mr. B.E. Mswane (2009) and Mr. Zungu (2009) who are the Chief Operations Officer and Chief Traffic Officer in the Newcastle Municipality, respectively. The main aim of the conversations was to determine the role of the municipality in crime prevention and social crime prevention in the Madadeni policing area. They indicated that there are no social crime prevention programmes in which the municipality of Newcastle is engaged in at

Madadeni. The viewpoint of the municipality is that 'it would respond to any request extended by other departments, operating within its area of jurisdiction, otherwise it would rather focus its energy to its constitutional mandate (B. O. Maseko, 2008).

On the issues relating to environmental design and the settlement of people, the municipality does not engage other stake holders in their planning processes for these settlements, for example, the settlements at Cavan farm and Unit H at Madadeni. Mswane (2009) and Zungu (2009) conceded that these settlements are both a security and health risk. Unplanned corrugated iron shack were erected and it already have led to numerous crimes like housebreakings, motor vehicle thefts, etcetera. The buildings were not properly planned and no crime prevention measures were built into the environmental design of these structures / houses (B. O. Maseko, 2011).

Basic services are also not available and that poses another risk of communities fighting over meagre resources made available (Annexure 25). It also transpires that while the municipality has bylaws, fully operational in Newcastle town, these bylaws were not implemented at Madadeni, despite the fact that the town fall under one municipality. The researcher views these omissions as serious because bylaws contribute to a more positive change of behaviour because it deals with individual and group behaviour. In order for policing to succeed in these areas, the removal of inhibiting factors to policing and generators of crime is crucial. Proper infrastructural design and development of the area certainly will enhance the safety and security of the communities.

There is no doubt that the municipality has failed in their task to provide a safe and secure environment in these areas, and the police and / or security specialists were

also not on the forefront to advise them on certain important crime prevention measures, like environmental design, proper land use and zoning, the establishment of alcohol free zones, the provision of adequate street lighting, proper public events management, the proper placement of local human services and recreational centres (<http://www.aic.gov.au/publications/crm/crm019.html>).

#### **4.8.2. The respondents' perspectives on the role of Amajuba District Municipality in social crime prevention at Madadeni**

Both the Newcastle municipality (urban setting) and Amajuba District Municipality (rural setting) are today responsible for the development of the Madadeni police station precinct. Any developments in the Madadeni policing area certainly can be done in conjunction with police specialists to ensure that the environmental design is in line with sound crime prevention measures.

Senior Superintendent Mchunu, (the Station Commander of Madadeni) indicated that the lack of adequate lighting at Madadeni, for example, contributes to the crime situation. He said that the police had receive rape and robbery cases that had occurred in the vicinity of the factories where there are not proper lights and that there were major concerns, in the case of the rape cases, about the exposure of the victims of rape to the possibility to be infected with the HIV/AIDS virus (*Your Community News*, December , 2009: 6).

The researcher conducted conversations with the Manager of Amajuba District Municipality, Dr M.V. Mthembu (2009) about the role of the municipality on social crime prevention programmes within the Madadeni policing area. The Amajuba District Municipality is responsible for the development of areas outside the

jurisdiction of the Newcastle municipality that directly falls within the Madadeni policing area, like Lista farm, Musiskraal, Jobstown, Masondale, Blaauboschlaagte and Dicks Halt (B. O. Maseko, 2008).

Mthembu (2009) indicated that there is no structured working arrangements with other role players (government departments) pertaining to social crime prevention that the District Municipality is formally engaged in. According to Mchunu (2009) there are awareness campaigns conducted by the police and the Department of Social Welfare and Population Development, wherein the community service personnel of the District Municipality participate. The District Municipality interprets the Integrated Development Plan (IDP) as implying the integration of its own departments and they are not concerned with other government departments. This understanding leads to the exclusion of all other departments in contributing towards the IDP. It also transpires that there is no legislative or local structure that determines performance on the shared responsibilities between the Newcastle and Amajuba District Municipality (Dladla, 2009).

The researcher has noted that Amajuba District Municipality is friendly towards the social crime prevention projects launched by Madadeni police station and its partners, but that all the support provided relates to refreshments and T-shirts, and is not focused in concrete terms to improve the environment to eliminate nests for criminals and to ensure people's safety (Mokoena, 2009). This needs to be rectified and more concrete and precise planning and involved in social crime prevention strategies is needed (B. O. Maseko, 2010).

#### **4.8.3. The respondents' perspectives on the role of the Department of Social Welfare and Population Development**

The White Paper on Safety and Security (1998) cites the Department of Social Welfare and Population Development (DSWPD) as one of the role players in social crime prevention programmes within its area of responsibility. The department is a role player in the social crime prevention programmes at Madadeni via its Probation and Restorative Service section. They are partnering with various organisations including:

- (a) The South African Police Service through its CPF and Youth desk structures,
- (b) Correctional Services – Ekuseni Youth Centre,
- (c) National Prosecuting Authority – Madadeni prosecutors,
- (d) Rehabilitation Centre – Madadeni, and
- (e) Khulisa – a non governmental organization (Madel, 2009).

The above organisations and institutions form a Social Crime Prevention Forum (SCPF) for Madadeni policing area. According to the Annual Plan 2008/ 2009, for the Probation and Restorative Services four purposes were outlined. There is, however, no plan for the Social Crime Prevention Forum for Madadeni that could be produced.

These purposes include:

- (a) Raising awareness in dealing with crime and crime related issues
- (b) Instituting preventative measures by acting on a number of factors through educational programmes,
- (c) Paying special attention towards the youth in conflict with the law,
- (d) Forming support groups for victims (Annual Plan: Probation and Restorative Service, 2008/2009).

During 2008/2009 the Department of Social Welfare and Population Development in partnership with the SAPS and Centre for Criminal Justice visited 26 of Madadeni schools to conduct awareness campaigns about the dangers of drugs. The awareness campaigns were motivated by the extent of violence and misbehaviours displayed by young people in communities and in schools (B. O. Maseko, 2010).

According to the Process Register at Madadeni 135 processes (protection orders, maintenance warrants of arrests and violations of protection orders) were served by the police in 2008/2009. The number of arrested youth in 2008 reached 414 as opposed to 357 in 2007 (+14%) (Evaluation Report: Probation and Restorative Service, 2008/2009). According to Mokoena (2009) and Madela (2009) challenges are encountered along the way that tends to frustrate the planned programmes in social crime prevention at Madadeni. These challenges are that:

- (a) The SAPS (Madadeni) as lead department in safety and security is not fully committed to the process and the programme ends up being left to a junior member who at times has a decision making problem. The Station Commissioner, Crime Prevention Head and the Detective Unit Commander are not participating in these interventions which make it difficult to move with the speed that is envisaged to reach out to the youth. Ironically, social crime prevention is not viewed by the majority of police members as a viable strategy to eliminate the root causes of, and / or generators of crime,
- (b) The high school principals pose continuous challenges by refusing the Madadeni Social Crime Prevention Forum (MSCPF) members access

to conduct awareness campaigns at schools to empower their learners and educators.

The tendency that prevails is that principals will only accept the request to conduct an awareness campaigns if the school has experienced a problem with the learners' deviant behaviour, otherwise it all depended on the wishes of the principal. The approach by school principals is viewed as obstructive to proactive measures intended to curb practises and unacceptable behaviours amongst the youth. As the schools accommodate large numbers of learners at one centre they are found to be suitable to target and discourage incidents of crime amongst the youth, including drug and alcohol abuse, sexual harassment and murders that have been reported in some schools in Kwa Zulu Natal.

(c) Newcastle Municipality is unfortunately not part of social crime prevention at Madadeni (Zikhali 2009). This does not only undermine the intentions of the White Paper on Safety and Security (1998), but inhibit the intended impact and access to the resources that are within the municipality. The non participation by the municipality leaves the forum (MSCPF) with unresolved environmental issues that threaten the safety of communities, which is not tackled aggressively by the municipality.

#### **4.8.4 The respondents' perspectives on the role of the Department of Home Affairs at Madadeni in the prevention of crime**

The researcher conducted conversation with Ms Luvuno (2010) at the Department of Home Affairs at Madadeni to obtain the institution's perspectives on the prevention of crime at Madadeni.

The Department of Home Affairs amongst others responsible for the processing of identification document applications, the issuing of birth certificates and the regulation of foreign nationals entering the country. According to Luvuno (2010) the department does not have any challenge relating to identity document fraud as well as the registration of foreign nationals as the latter are processed at the Newcastle Home Affairs office. However, she indicates that the department is facing an ever increasing problem where communities apply for birth certificates in respect of non existing children in order to apply for grants, ‘*imali yeqolo*’ at the Department of Social Welfare and Population Development.

The applicants present a document (Road to Health Chart) purported to be issued by the Madadeni Hospital on the birth of the child. This document is also used to record the prescribed immunisation history of the child. In cases where the officials at Home Affairs suspect the authenticity of the ‘chart’, they enquire from Madadeni Hospital by quoting the ‘Antenatal number’, which is the control number for the mother’s particulars and the date of birth of the child applied for. In most cases the antenatal numbers reflect different particulars than the person who is applying which indicates fraud. Such applications are then handed to the Immigration officers to investigate and later register cases if they find out that it is a false representation (Annexure 30). The police have also investigated a few cases which were presented to court, but feedback on the outcomes has never been forthcoming.

#### **4.9. THE FUNCTIONING OF THE COMMUNITY SERVICE CENTRE AT MADADENI**

The sections that follow contain the perspectives recorded from respondents during conversations conducted with the researcher regarding the accessibility of the police

station and the functioning of the community service centre in various facets of its responsibilities. The conversations were aimed at obtaining the perspectives of community members on service delivery, as the “clients” of the police station, through the community service centre

#### **4.9.1. The respondents’ perspectives on the accessibility of Madadeni police station**

All citizens should have equal access to the services to which they are entitled (Batho Pele Principle). Access is described to include: access to information, which means that one is able to see or obtain / get the information or service, while accessibility includes the ability to reach a place or enter it (Sinclair, 1998: 4). Access in relation to this research is viewed to include: accessibility of the police station by the community, obtaining services in time in a form that guarantees satisfaction, and the degree of responsiveness of the police. The strategic location of the police station in 1968 effectively served the intentions of the day of controlling the movement of black people and to control access of unauthorized people to Madadeni (section 1.17).

The developments that followed during the 1970’s through to the 1990’s have caused the township to grow literally and geographically away from the police station. The respondents express dissatisfaction and concerns on a number of issues that affect them in relation to the CSC activities, and the behaviour and attitudes of police personnel.

According to Ntshingila (2009) and Zwane (2009) people residing outside the township (Masondale, Dicks Halt, Lista farm, Blaauboschlaagte, and Jobstown, Lister and Blaauboschlaagte) are required to board two or more transport modes to reach the

police station. This is caused by the fact that there is limited public transport that goes via the police station. Busses and taxis, instead, are destined for the shopping centre. In some instances the telephone does not get through to Madadeni police station, and if it does, the service and etiquette are below expectation. The difficulty to access the police station on foot, the existing public transport system and the challenges with telephones is creating problems when someone wants to report a crime, and as a result of this, some crimes are simply not reported at all, or it is report late. Despite the availability of technology (cell phones), not every member of the community has such devices (B. O. Maseko, 2010).

The communities are not satisfied with the effort required for one to either access the police station or police services at Madadeni. Operating on the premise of a “customer’s moment of value principle” (the time it takes to address the complaints, location of the service point, and the guarantee to satisfy the complainant), the location of the police station poses a challenge to most community members as well as the police who are required to provide such service (Khumalo, 2009, B.O Maseko, 2009; Haag, Cummings & McCubbrey, 2002:5).

The area serviced by Madadeni police station is estimated at 112 km square and the population is estimated at 227 850 (Madadeni Station Intelligence Profile, 2009). The issue of accessibility is not confined to the community who require police services, but equally affects the police in attending to crime scenes or complaints. The distance from the police station to outlying areas is also affecting the speedy attendance of complaints by the police. Multiple challenging situations are at play, for example, bad roads, dark environment at night and unmarked homesteads etcetera (Mabizela, 2009, Dlodla 2009).

The conversations that were conducted with Jiyane (2010) and Masondo (2010) regarding the geographic placement of Madadeni police station, indicated that the attendance of complaints or a crime report at the furthest end of the policing area, like Dicks Halt, is hampered by the distances travelled, as well as the poor conditions of the roads. It is logical to assume that where the opportunities exist and predisposing factors are not removed, criminals will be active as the deterrent to commit crime is low. Although the majority of the communities of Madadeni Township have relative easy access to police services, which results in the station not being adequately responsive to the needs of its clients, it is especially the rural communities that still find it difficult to reach the police station, owing to its current location.

#### **4.9.2. The respondents' perspectives on the treatment of clients (visitors/ complainants) at the Community Service Centre at Madadeni**

Some of the respondents indicate that the behaviour of the police at Madadeni after 1994 has become even worse, compared to the past periods of police changes. These comparative periods to some, include the era of the South African Police (SAP), the KwaZulu Police (ZP) and now the South African Police Service (SAPS). The respondents indicate that the police are failing to attend to complaints made by the community, and if they do attend, they are most of the time late. While there are some respondents who indicate that the domestic related complaint receives priority and is eventually attended by a number of police vans, the discussions that follow do not seem to support the assertion

The police at Madadeni at present refuse the communities access to police services' and force the complainants to negotiate with alleged suspects. There are cases where the numbers of the Occurrence Book (OB) or Incident Report (IR) are used as

references, and cases are actually never registered, simply because, if these cases are registered, then the crime statistics will exceed the set targets that are aimed to reduce it (B. O. Maseko, 2010). High crime rates always let the police look “bad” in the eyes of the public (Ras, 2010).

These crimes include crimes, like common assault, assault with the intent to do grievous bodily harm, domestic disputes, house breaking (residences), intimidation, malicious damage to property and common robbery. In such instances the police load complainants in a kombi and transport them for mediation with the perpetrators, whereas the complainants had come to register cases against the perpetrators (B.R. Khumalo, 2009, H.S.R. Masondo. 2009; Dladla, 2010).

Most respondents aver that when one goes to the police station to report any of the crimes referred to in Annexure 27, he/ she is told that no case is to be registered. Instead, the individual concerned is provided with an alternative solution. In the case of housebreaking cases, the generic advice offered to the complainants by the police is to look for the suspect(s) before a case can be registered. In the case of assault cases and rape, the offered solution is to be accompanied by the police to negotiate with the perpetrator(s) so that no case can be registered. According to official records the crimes listed in Table 3.2 (section 3.9) are the most and frequently reported at Madadeni.

On 15 October 2009 a complainant went to the police station to report an assault case against an acquaintance, but he was turned back at the community service centre and advised to go and discuss the matter with the assailant. On his return he was further

assaulted by his assailants and landed in the Intensive Care Unit (ICU) at Madadeni hospital (Ntshingila, 2009, Mtambo, 2009).

According to Kunene (2009) who is a resident at section 7 in Madadeni, his vehicle was broken into, and a radio stolen. As he was awakened by the incident he discovered that some of the neighbours were attending to the neighbouring house that was also targeted by the same criminals, and a number of items were stolen. As he (Kunene) went out to investigate the matter, he had shot at the criminals who also had return fire. He then called the police station to report the incident and was informed that the patrol van would attend to the incident. He waited for about two and half hours without any help.

On the arrival of the police, the one Inspector was informed that he (Kunene) had fired some shots at the criminals who had broken into a vehicle and had stolen a radio. The Inspector told Kunene to go to the police station to open a case. In respect of the house that was broken into, the Inspector also informed the neighbours that nothing will be done since there is nobody in the house. Some of the items taken from the house were scattered outside and the Inspector simply took one of the electric heaters on the outside with his hands and asked Kunene what to do. The Inspector argued that, since nothing was taken from the car, except the radio, there is no need to open a case. Instead, he took a bag with some items taken from the burgled house, and left the scene without establishing the particulars of the owner.

When one of the neighbours told the police official that he could be able to call the owner of the burgled house to come and register the case the inspector refused to

accept that. Kunene (2009) reported to the police station the following day to register the case, but the CSC commander informed him that he had spoken to the officer at CSC who told him that an inquiry will be opened until the complainant knows who the suspects are. The complainant insisted to register a case but the inspector refused. Kunene (2009) was reminded that his car was not insured; therefore he needs to wait until the suspects have been arrested.

The complainant alleges that he informed the police of the possibility of positive fingerprints left by the suspects on the car, but they were not interested in that, and as a result, no fingerprints were taken and no case was opened. He further explained to the police about his shooting incident and the original incident of housebreaking but the report was dismissed by the officer in charge at the CSC.

According to Zwane (2009), the mother of a 17 year old girl, she (Zwane) went to the police station in 2005 to report the rape of her daughter by two boys of a family friend and a neighbour. The complainant alleges that when she wanted to register the case as an informant, since the victim was a minor, the female police officer who was on duty and supposed to help her at Madadeni police station refused to register the case. She went on to instruct members on duty under her command that the matter should be discussed between the two families. The neighbour and father of the two boys (culprits) was a member of the community police forum for Madadeni.

The female police officer informed the complainant that the case cannot be registered against the children of the person who is working with them in the CPF. The police officer then drove with the complainant together with four others to the culprits' home

and facilitated a discussion with the view to discourage the complainant in pursuing the criminal case.

Despite the complainant's insistence that she wanted a case registered and the matter investigated, the police officer insisted that no case would be registered. The raped victim had unfortunately fallen pregnant during the ordeal and no cases were opened against the boys. The lady (rape victim) alleges that the culprits continued to carry out provocative acts against her as they pass her house and ask mockery questions as to what was she trying to do, and they also assured her that she would not succeed as they (culprits) are connected to relevant people.

After the child was born the complainant sought further advice from friends and relatives on what to do as the local police were not allowing her to register the case of rape, for investigation. Eventually she (Zwane) approached a police officer (Superintendent Mbense) in Newcastle for advice and assistance to get the case registered against the culprits for the rape of her child.

She reports that the officer (Superintendent Mbense) telephonically contacted the police at Madadeni and established as to why the case could not be registered, and the member on duty indicated that he would register the case if the complainant comes to the police station. Superintendent Mbense referred the complainant to Madadeni police station to register the rape case. According to Zwane (2009) the police officer who was on duty was helpful and sympathetic to her situation, resulting in the case being registered, two years later.

The situation cited by the respondent confirms the findings of the Human Rights Watch (1995), wherein it was found that the police often display a hostile and unsympathetic approach towards the victims of rape, assaults and sexual assaults, by their partners, although, in this case, it was the neighbours two sons. They (police) probably thought that the victims might not have been aware of the rights or remedies open to them. In practice, this type of police action means that charges against perpetrators are very often dropped. It was also found that prosecutors also have their share in the “double victimization” of rape and sexually assault victims, because they do not always treat these cases as serious enough. Very often, the handling of cases like this is attributed to poor training offered to the teams that have to deal with such cases, both in the police and in prosecution (<http://www.csvr.org.za/wits/papers/papdux2.htm>).

Conversations conducted with five persons (respondents) who were once victims of rape at Madadeni revealed that secondary victimisation within the police are rife. They all have mentioned about the impolite remarks that the police have made and their insensitive actions displayed towards them. Amongst these are belittling questions, such as: “What do you expect if you are dressed like this? What did you do? at the nightclub?” or “If this man is your boyfriend, how can you now pretend that he has raped you?” The victims have indicated that even if it should happen again that they would be raped, they will not again report the case to the police at Madadeni police station. This type of victimisation casts a dark cloud on attitudes and behaviour of police members at the CSC.

The respondents assessed the actions and behaviour of the police members against the dictates of the Code of Conduct and the Batho Pele principles. Matters relating to the

experiences within the Community Service Centre and crime scenes were raised. The responses were mixed as some of the participants indicated that there are members of the service who display a love for their work and are performing their duty with dedication, commitment and respect for the customers. These are members who go out of their way to assist a complainant and to provide adequate information on what the client has asked for (Zwane, 2009, Buthelezi, 2009).

The majority of the respondents have felt that some members' at Madadeni police station do not display any interest in their work, have no respect for the community, are arrogant and display tendencies of corruption. These members do not even listen to what the complaint is about, resulting in the perpetrator repeating the incident twice or thrice to different people. The worse "sin" that any community member can commit with Madadeni police members is to suggest how one thinks a problem can be solved. They (police) easily become agitated and shout at a member of the community and inform him/ her not to teach them their job. It is a painful experience to go to Madadeni police station because one is easily turned into a "below average minded person" (Xaba, 2009; J.A.N. Maseko, 2009).

The general treatment that one gets from some of the police at Madadeni police station or scene of crime creates the impression that the police are actually volunteering to do what they are doing, while they are in actual fact suppose to execute a Constitutional duty, for which salaries are paid by the taxpayers (Hadebe 2009; Mbonane 2010). Some respondents indicate that there is very little (if any) that has changed in police approaches and treatment of customers as dictated by the new policies.

The respondents draw comparisons amongst the three periods of policing at Madadeni, that is, that of the SAP (1968 to 1980), of the Kwa Zulu police (1980 to 1994) and the current SAPS (1994 to date). The respondents generally express their feelings that the police forces (SAP and ZP) were much more respectful and effective in dealing with crime and criminals compared to the current police service (Khanyi, 2009, Zondi *et al*, 2009).

One respondent relates to an incident where he was humiliated in the CSC and called a 'fool' who is failing to look after his cell phone. This humiliating remark was made in full view of public members in the community service centre (CSC) (Xaba, 2008). The typical type of behaviour is also experienced at vehicle accidents where possible alcohol misuse took place. For example, where one driver made a legal and acceptable request that blood samples be drawn from both drivers on the suspicion that the other party was under the influence of liquor, he was threatened with an arrest because he was perceived to be interfering with the police in the execution of their work and also attempting to teach the police their job (Khumalo, 2009; Y. Nkabinde, 2009).

Following the threat of arrest, the person suspected to be under the influence of intoxicating liquor was never tested, or no blood sample drawn from her. The worst is that no case was registered. The parties involved were informed to discuss as to how they would settle the costs of the damages to their vehicles. Respondents indicate that this type of behaviour is not practiced by all members at Madadeni but it appears that it is not discouraged, because, at times, it takes place in the presence of the policemen or women with stars on their shoulders (Hadebe, 2009; Masondo, 2010).

The “stars on the shoulders” signify “commissioned officers”, who, by virtue of appointment, are assigned the responsibility to supervise various components and sections of the police station, for example, the community service centre, crime prevention or section thereof, and the detective unit or group (Mtambo 2009, B. Mdlalose, 2009; B.O. Maseko, 2009).

The victims of police have felt that there is no value that is added by the introduction of the Code of Conduct and the Batho Pele principles, because members, who were supposed to act in accordance with the dictates of the blue prints, were far from meeting public expectations (Xaba, 2009; Hadebe, 2009; J.A.N Maseko, 2009). Similar experiences were shared by other respondents who have felt that some developmental assistance to the members is urgently required to effect change at the CSC. Such development can ensure dedication, commitment, and can provide proper guidelines and instructions on how to run the CSC and to treat the incoming clients or customers. Members deployed in the community service centre must have sharp listening skills, know how to read and write, and be able to obtain a complete and accurate statement from the complainant (Chonco, 2010; Hadebe, 2010).

The approach by the members at the CSC in general is not professional because clients have to explain their problems more than once to different members which results in cases not being registered. It does not seem that the police are really geared toward public-friendliness and assistance as it should be. Properly qualified and dedicated persons are required at Madadeni to change the image of the police station and inculcate a culture of continuous improvement of services (D. Zwane, 2010; Hlongwane, 2010; B Hadebe, 2010).

The worst case ever experienced at Madadeni was when a complainant was attacked by a mentally disturbed person inside the community service centre. The police did not intervene to assist the victim and members of the community had to separate the two people (S. Kunene, 2009). According to Mbonane (2009), the police do not prioritize their work and allocate it to different officials. The lack of adequate deployment of members in specific tasks for the day results in clients standing in a long queue, waiting to be served.

For example, if someone has come to request for a certification of a document, it is expected to stand in the queue for an hour or more, while the person in front take up a lot of time in order to register a case. Obviously, the certification of documents is not treated as a priority, and these clients are normally the last to be served. Where a person brings in more than one document for certification, it is described as a waste of time, and as something that undermines the work of the police.

The crucial thing is the incompetence of members and lack of discretion. This can be changed through proper in-service training, proper on-the-job training, and police supervision. “Learning by doing” and “Doing through learning” must be at the order of the day until Madadeni CSC members excel in their work (Kunene 2010). There is a general feeling of unhappiness expressed by respondents, with regard to the treatment enjoyed in the community service centre (CSC) at Madadeni. It is also alleged that some of the police officials are collaborating with criminals while in fact, they are supposed to be fighting crime. It seems that the police recruitment procedures nowadays are no longer very thorough and that features like loyalty and courtesy are not high on the selection priority list (Xaba, 2009).

Courtesy, as demanded by the Batho Pele principles, is not always practised by members. Mr Y. Nkabinde (2009) went to the Madadeni police station to report a housebreaking case of his house at Cavan settlement. To his surprise a member on duty asked him questions like, “If you left your house unguarded, what did you expect? Did you expect the police to be the security guards of your house? Do you know who broke into your house? If you do not know you cannot register a case until you have established who the suspect is.”

This type of remarks made to community members by the police create the impression that they (police) have the latitude to talk to them in any humiliating and degrading manner. These and many alleged utterances create a wedge between the police and communities. They (police) are rude when talking to people, can easily resort to violent means, and are prone to using derogatory words.

The refusal by the police to register cases is a clear indication of their attempts to try to create the impression that there is no crime at Madadeni. They do this so that their statistics look better. This amounts to defeating the ends of justice, as it encourages criminals to continue to commit crimes in the community. Not much is known at Madadeni about crimes directed at women although the researcher did attempt to highlight the trauma that some of the women have experienced and the double victimization perpetuated by the police. Steyn (2008:41), for example, correctly indicated that the reporting of rape cases still remains a challenge due to fear of double victimisation by the police and lack of confidence in the Criminal Justice System.

#### **4.9.3. The respondents' perspectives on the quality of dockets registered by the Community Service Centre personnel at Madadeni**

The detectives (investigators) express concern on some of the statements obtained from the complainants at the CSC, which do not contain the full elements of the crime. Such a situation necessitates that detectives must again take statements from complainants. The retaking of a statement is not only time consuming but also erodes confidence on the part of the police, since the complainants have to repeat the circumstances of the case all over again to another police official (Mtambo, 2009, Dladla, 2009).

Khanyile (2009) concurs with other respondents (section 4.5.1) that the Code of Conduct and the Batho Pele principles have not filtered through the police service and are not embraced by all members to the extent that it influences individual behaviours and practices at Madadeni. He further states that his experience of the police at Madadeni was that, after waiting for about one hour forty minutes in the CSC to report a theft case, the statement that was obtained by the member was poorly constructed and misrepresented, after he had explained what has happened.

The quality of statements obtained by some members contribute to a low conviction rate as some dockets cannot stand the scrutiny test of the courts in terms of the contents (N. Maseko, 2009; Dladla, 2009). The police are viewed by some community members and the judiciary as being incapable of doing routine police work, which includes the taking of accurate statements and carrying out thorough investigations. The Acting Judge of Johannesburg High Court is reported to have expressed his concern in this matter and described the police failure to produce accurate statements as 'scandalous, with a low standard of witness statements

recorded by the police for a trial. He went further to say that the police write down what they think the witness is saying, which illustrates that the police are insensitive to victims – they are not listening and reflecting upon what is being said to them (<http://www.csvr.org.za/wits/papers/papdux2.htm>).

The poor quality of statements taken by the police from the victim carries much weight and determines the success or failure of the case. The failure by the police (especially in the CSC) to obtain comprehensive and accurate statements does not only frustrate the investigators, but it eventually derails the investigation process that makes it difficult for the prosecutors to present these type of cases in court. It also benefit the criminal to the prejudice of the victim (<http://www.csvr.org.za/wits/papers/papdux2.htm>).

The quality of statements written by the members at Madadeni when cases are registered is a great cause for concern to investigators and prosecutors. Some statements neither contain the elements of crime, the circumstances surrounding the incident, nor does it contain comprehensible sentences. Because the taking and writing of statements seems to be national problem in the police, this has resulted in a national project that was introduced on 31 March 2005 to improve the situation.

All ranks need to take responsibility for what their subordinates are taking down. Supervisors are also provided with tools to conduct on-the-job training where members lack the necessary skills. This project was developed in order to ensure the reduction of incidents where cases are withdrawn or accused persons being acquitted due to the poor quality of statements (Van Eck, 2005: 1-4; Cele, 2009).

#### **4.9.4. The respondents' perspectives on the attendance and management of the crime scenes by the Community Service Centre (CSC) personnel**

The investigation of crime starts at the crime scene by ensuring that the scene is properly secured to preserve all clues. Evidential clues and exhibits can only be preserved through the professional management of the crime scene. The securing of the crime scene is the responsibility of the first member (s) who arrive(s) at the scene.

The first members to arrive at the crime scene (irrespective of rank) are expected to cordon off the scene and only investigators and specialists should be allowed in the demarcated area to carry out their functions.

The first members at the crime scene have to identify the victim (s), possible witnesses and the perpetrator(s), observe and record the state and condition of the scene in order to describe the original scene to the photographer. Nobody should be allowed to wander around at the scene as that might affect the investigation (van Heerden, 1995).Thibault, Lynch and McBride (1998:60) depict the concept "PRELIMINARY" as key to the professional attendance of the crime scene and the successful investigation of crime. The acronym creates a link between the first member at the scene, the handing over of the crime scene to the investigating officer and the experts on arrival at the scene.

The expanded acronym clearly depicts the under-listed actions which are expected of members and commanders at the scene of crime. These are:

- P: Proceeding to the scene with safety and dispatch,
- R: Rendering assistance to the injured,
- E: Effecting arrest of perpetrators,
- L: Locating and identify witnesses,

- I: Interrogating suspects,
- M: Monitoring movements,
- I: Inviting other experts,
- N: Noting all conditions, events and remarks,
- A: Arranging for collection of evidence,
- R: Reporting incident fully and accurately, and
- Y: Yielding responsibility to detectives.

Considering what the respondents have cited during the conversations and discussions regarding the treatment and behaviour of members at the scenes of crime, there is no compliance or subscription to the “PRELIMINARY” principle at Madadeni. The “loose” approach, described by respondents being practiced by police members at crime scenes destroys possible clues and derails investigations (Kunene, Zwane and Nkabinde, 2009).

#### **4.9.5. The respondents’ perspectives on the time taken (response times) to attend to complaints or incidents reported**

The respondents are of the view that the police have to prevent crime by patrolling the streets, to ward off the criminals, and allow the people who respect the law to live without fear (Ngubeni, 2009; Sibeko, 2009). Community members are not satisfied with the response of the police and feel that it needs to be addressed in order to restore confidence in the police. Prompt responses are essential because the community expects it and most of the calls made to the police are made under threatening situations. The citizens should be told what level and quality of public services they would receive so that they are aware of what to expect. Basic service requirements at Madadeni are always compromised, that is, it is a common occurrence for the police

in Madadeni to neither attend to a complaint nor investigate cases reported to them (Hadebe, 2009).

The situation prevailing is that, when one reports an incident like shoplifting at a shop, an assault within a family, a neighbour or any other antisocial conduct, the responses of the police would be, for example, to enquire as to the age of the shoplifter, if the people fighting are strangers or not, or if the people are drunk (Dlamini, 2009; Shandu, 200; T. Maseko, 2009). The situation is worse in relation to rural communities, because, when phoning the police station to report an incident, they are informed to come to the police station, so that the police van can go out with the complainant to the scene.

The reason normally given is that the police will not be able to find the place because there are no house numbers. Police members very often request complainants to describe the homestead or they arrange to be met at an identifiable place in the vicinity (Mbele, 2009; Zwane, 2009; Xaba, 2009). This situation is allowed by management to go unabated because the station is continuously reflecting a decrease in reported crime. The respondents on the other hand have indicated that they feel the wave of crime.

The assertion presented by the respondents does not only tarnish the image of the police but further defeats the object of the police and policing. According to respondents criminals find it easy to harass communities because some of them believe that police will be on their side. Serious crimes are not treated with the

necessary urgency that it deserves, and that it will guarantee the safety of the communities and the effectiveness of the police.

The researcher has noted that the challenges experienced by the communities are likely to negatively affect crime reporting behaviour. The situations cited by various respondents are indicative of undesirable scenarios, where the victims of crime can resort to the non-reporting of crime at Madadeni. Unpleasant experiences of police actions easily can easily drive the community to resort to either vigilantism or simply a neglect to report crime. The police on the other hand, may think that the “fact” that there is no increase in the reporting of crime is simply because they are very effective in what they are doing.

Prinsloo (2006:9) cited instances that compel victims of crime to reach a stage of not reporting crime. These include: a belief that the police would be unable to do anything, be unwilling to do anything, the belief that they can solve a matter on their own, that they feared or disliked the police, and, that there can be reprisal from the side of offenders.

The community service centre (CSC) is described as the front desk of every police station, and mainly serves a dual purpose. Firstly, as the central place that is accessible to all clients to report any complaints at any time of the day or night, where community members can also register complaints and where the police can manage these complaints. Secondly, it serves as the heart or nerve centre of the police station, responsible for coordinating all police operations within the station, initiates investigations at crime scenes, and processing and managing arrested persons, and taking responsibility of their welfare 24 hours a day (Marumo, 2009, N. Dlamini, 2009).

According to the *South African Police Training Manual on Community Service Centre* (1998:6) “service” refers to all the activities, which form relationships between an institution and its customers.

#### **4.10. THE FUNCTIONING OF THE DETECTIVE SERVICES (CRIME INVESTIGATION UNIT) AT MADADENI**

According to Mtambo (2009) it is procedure in Madadeni that, as soon as any case has been registered, it should immediately receive attention and all available information must be followed up by the investigating officer/s on standby.

##### **4.10.1. The respondents’ perspectives on the investigators’ interaction with complainants at Madadeni**

Mtambo (2009) and Ngwenya (2009) said that the effectiveness of the detective service at Madadeni depends on a number of factors. Amongst these is the quality of the dockets developed at the CSC, the network capacity and the available resources to fight crime.

The ability to investigate crime effectively is sometimes compromised by the reluctance of community members to testify or give evidence about crime or what they have witnessed (K. Vilakazi, 2009). The cited reasons by some respondents relate to fear for revenge by the suspects, and a mistrust that still prevails towards the police. The respondents believe that some police members are in “cahoots” (Afrikaans: “kop in een mus”) with the criminals, hence the high level of mistrust.

Normally, respondents (complainants) expect constant contact with the investigating officer throughout the investigation up until the finalisation or end of the trial (Ma-

fuleka, 2009; Shezi, 2010). Contact with the complainant does not only keep him or her informed of the progress of the case, but it also serves as information-sharing between the concerned parties.

It is common occurrence that while the police conduct investigations and tracing the suspect (if any) and property, the complainant normally also conducts his/her own private enquiries into the incident, for example, who they think the suspects are, where would they take the stolen property, and where will the suspects be. Any information received can be relayed to the investigating officer, provided sound communication is maintained between the investigator and the complainant (S. Xaba, 2010, P. Nkosi, 2010).

The generic complaints that are expressed by the respondents are that it is very hard to establish contact with the police (investigating officers), which implies that the police have more important functions than to satisfy the needs of complainants. In addition to this, the attitudes displayed by some police officers indicate a lack of interest in their work which discouraged victims not to report crimes. Some members cannot even do the most basic thing and that is to greet the people (relatives of the victims) at the crime scene.

This reinforced the impression that the police do not want to be bothered, that feedback on the status or progress of investigations are not forthcoming, and it also create the impression that the police are not doing anything about the cases of those who have opened it (B. Zwane, 2010; Ngubeni, 2010; <http://www.csvr.org.za/wits/papers/papdux2.htm>).

The researcher spoke to Mr. Masondo (2010) whose vehicle was stolen from his premises (Section 6 at Madadeni), and who also reported the case at the police station of Madadeni. He indicated that the scene of crime was never visited by the investigator or that no interviews were conducted with, either himself, or his neighbours. Within a week he (Masondo) had received information of the suspects involved in the theft of his vehicle, and he immediately went to inform the investigator, but there was no action on the part of the police. He then discovered that his stolen vehicle was in Daveyton (Gauteng Province) and he again informed the investigator, but again there was no action. Masondo (2010) then, driven by desperation and a lack of interest and action on the side of the police, decided to personally go and confirm the presence of his vehicle by undertaking a trip to Daveyton, accompanied by the father of the suspects.

They found the vehicle but the criminals refused to hand it back and but “promised” to return it when they are finish with it. On their return, the investigator and the unit commander of the detectives were informed about their journey to Daveyton and their experiences there. The commander promised to follow up the case, to proceed to Daveyton to retrieve the vehicle and also to arrest the suspects.

Before they could proceed to Daveyton (after a week), the suspects had phoned the father of one of the-suspects, and has informed him that the vehicle has been returned and is parked about 25 kilometres from Newcastle on the Memel road. The suspects also requested that the vehicle has to be handed to the owner. The police were informed of the developments and the investigator advised the owner to take his car

and to proceed with his business. No one was arrested in this matter and the case was closed.

On 9 November 2009 at about 10h20, an anonymous caller from Madadeni spoke during the Ukhozi programme called “*Galela sizwe*”, which was presented by Dudu Khoza. The caller reported that it has become a practice at Madadeni, that, if one is accused of having assaulted another person, and a case is registered with the police, and the complainant then decides to withdraw such a case after some negotiations with the suspect, the police then demand money from the so called suspect. Suspects will get away, but the police will only withdraw these cases against them (the suspects) if they are paying the police. The caller was calling upon the investigating officers to cease such corrupt practices (Ukhozi Radio, 2009).

The researcher aligns the incident on Ukhozi Radio (2010) to the one where shebeen owners are required to pay undue amounts to some members of the police service (section 4.11). He (the researcher) is of the opinion that the problems experienced by complainants, relating to the lack of feedback on their cases, are not confined to Madadeni police alone, but that it is instead, a national challenge. This conclusion is aligned to the recent (2009) establishment of a short message system (sms) in the police through a cellular phone that informs the complainant of the case, for example: the investigating officer, case number and outcomes.

The messages depends on the honesty and dedication of the investigator to work literally on the case and to ensure that updates are made on the Crime Administration System (CAS) otherwise no report will be generated to the complainant (Crime

Management Information Centre, 2009). Citizens should be given full, accurate information about the public services they are entitled to receive. It is common occurrence at Madadeni that, after the complainant has lodged a complaint or registered a case with the police, it dies a natural death and it will never be heard of. The practice by Madadeni police that a case is registered, investigated and closed (with no one arrested), and with no feedback at all to the complainant, is a great cause for concern (B. O. Maseko, 2010; Ras, 2010).

At times, even if there has been an arrest, the complainant will not know about it, and only later, when the matter or case has been finalized, and the arrested person was found not guilty, will he / she get any feedback (Ntuli, 2009; B.O. Maseko 2009). It is a normal response from the police at Madadeni, when any further enquiries are made, to be told that the case is closed because no one could be arrested (J.A.N. Maseko, 2009; Kubheka, 2009).

Mtambo (2009) and Mkhwanazi (2009) have outlined that they had established a system at Madadeni police station whereby the complainant is caused to sign the investigation diary (SAPS 5), as confirmation that feedback or consultation with the investigator took place. This system serves two purposes; firstly, it is for the complainant not to accuse the police of a lack of feedback on the progress of the case, and secondly, it prevents the practice by investigators of continuously making false entries about the status and progress of the case. False entries do not only derail and delay investigations, but it erode confidence in the police if such practices are discovered.

#### **4.10.2. The respondents' perspectives on the use and effectiveness of investigative aids in the investigation of crime at Madadeni**

Madadeni police station is situated about 18 kilometres from Newcastle where all specialised units are stationed. Amongst these specialised units, frequently required to attend to crime scenes at Madadeni, is the Local Criminal Record Centre (LCRC). It frequently happens that the members from the LCRC are summoned to the scene for fingerprinting or to photograph a crime scene, and then they either come late or they never arrive. It becomes an embarrassing situation where someone has been killed and all other role players have to wait for LCRC, while the body is covered on the ground (Mtambo, 2009; B.R. Khumalo, 2009).

Some members at Madadeni alleged that the delay is only experienced by members of the township and those on the farm, except when a farmer is involved. To clarify this issue, enquiries were made to a police officer in the Newcastle detective branch. Superintendent Mafuleka (2009) indicated that the problems encountered by Madadeni police station are generic and it also happens at Newcastle police station. He (Mafuleka) further stated that in his view the unit is faced with a management problem, owing to the fact that it also serves Volksrust police station in Mpumalanga province.

Conversations were conducted with the commander of the Local Criminal Record Centre (LCRC), Superintendent Dlame (2009), who had refuted the alleged dysfunctions in his unit. He also has outlined that his unit serves only two stations in Mpumalanga Province which cannot be an obstacle to render a proper and speedy service at any of the stations allocated to his unit in Kwa Zulu Natal. It is a rare occurrence to be called out to Volksrust and Wakkerstroom police stations. He further indicated that

it is normal occurrence at Madadeni to either report cases to his unit, four or six hours after registration, to report cases after two or three days, or not to report cases at all.

The unit has at times only discovered the type of crime that they had to attend to during their routine audits. Miya (2010) and Sikhosana (2010) indicated that the area of the Newcastle Cluster has been divided into sectors for purposes of the LCRC operations, and Madadeni sector has been allocated experts to operate therein. It also appears that the crime registration is being interfered with at Madadeni because it often transpires during the audits that are conducted on Mondays. These audits might indicate, for example, that 10 housebreaking cases have been registered at the station and that the police have attended to it.

In the second audit conducted on Thursday in preparation for the Cluster Crime Forum (CCF) meeting on Fridays, it is established that in some cases, charges (crime descriptors) have been amended to malicious damage to property. The problem is that if a charge is changed after attendance by the fingerprint experts who confirmed that a crime (burglary) was committed there, then it creates doubt on the genuineness of the amendment and it indicates that the police station is busy with “crime manipulation.”

#### **4.10.3. The respondents’ perspectives on the operations of the Crime Office at Madadeni**

The crime office is established to address specific challenges that are identified in the community service centres which affect the investigation of cases (section 3.8.2). The researcher interviewed the management of the station regarding the operations of the crime office and its impact on the quality of statements, improvements on crime scene management, and the speedy attendance of cases following its establishment at the

station. Some members and officers at Madadeni are confident in the operations of the crime office, while the majority of the CSC expresses concerns that the crime office does not achieve what it is established to achieve. The crime office is described by some members as an instrument to restrict accessibility to police services by the community and manage the reporting of crime by the communities. The crime office attends to incidents where the CSC feels an amicable solution can be facilitated between the complainant and the perpetrator to avoid the registration of cases. Cases that are mostly attended to by the crime office personnel are corroborated by the list of cases that are cited by the respondents as priority cases that they are not allowed to register. The table (4.5) below indicates the number of cases that were not registered at Madadeni, depriving complainants their right to report cases where their property had been stolen, houses broken into, and where some of them were assaulted or even raped.

**Table 4.5 (a) Crimes: Attended and solved by the Crime Office at Madadeni  
Period: 2008/2009 Financial Year**

INCIDENT	APR 2008	MAY 2008	JUNE 2008	JULY 2008	AUG 2008	SEP 2008	TOTAL
CRIMES SOLVED Otherwise	131	115	163	176	120	149	854

INCIDENT	OCT 2008	NOV 2008	DEC 2008	JAN 2009	FEB 2009	MAR 2009	TOTAL
CRIMES SOLVED Otherwise	145	133	197	180	132	147	934
N.B: Crimes that were solved otherwise than normal registration and investigative process							1788

(Adapted: From the Crime Office Daily Reporting form to the SCCF)

Above-mentioned, Table 4.5 (a) indicates that 1788 crimes were reported to the police during the period under review, but were disposed off (otherwise) by the Crime Office, and were never registered on / in the Crime Administration System (CAS) for investigation. The Crime Office is used as an instrument to control the registration of crime and managing the daily limits of reported / registered crime to ensure that monthly reported crime does not surpass the targets.

**Table 4.5 (b) Police Assistance: Incidents attended by the Crime Office at Madadeni: Period: 2008/2009 Financial Year**

INCIDENT	APR 2008	MAY 2008	JUNE 2008	JULY 2008	AUG 2008	SEP 2008	TOTAL
Police Assistance	50	43	101	98	56	45	393

INCIDENT	OCT 2008	NOV 2008	DEC 2008	JAN 2009	FEB 2009	MAR 2009	TOTAL
Police Assistance	49	51	65	58	64	53	340
N.B: Number of complaints attended by the Crime Office other than the CSC personnel							733

(Adapted: From the Crime Office Daily Reporting form to the SCCF)

Table 4.5 (b) represents a total of 733 undefined complaints (police assistance) which were made to the police and were attended to by the crime office. The figures tabulated herein exclude the complaints which were attended to by the CSC as their normal duty. It further exclude the dark figure of unreported crime (usually estimated at 5% of the total figure) but represents some of the instances that the complainants had intended to register cases for, yet the police officials refused to act as required ( i.e. to register the case and investigate it).

#### **4.10.4. The respondents' perspectives on the working relationship between the investigators and prosecutors**

The usefulness of the close cooperation between the police investigators and the prosecutors, as well as the early involvement of prosecutors in the investigation of crime bring in the expertise, skills, and growing enthusiasm in the handling of specific cases, for example murders, attempted murders, rapes, burglaries and armed robberies.

An effective team approach is possible wherein highly trained and committed police investigators and prosecutors are available. The failure to establish a good working relationship between investigators and prosecutors amounts to a disastrous justice system where anarchy is likely to be at the order of the day (<http://www.artipproject.org/artip-project.htm>; N. Maseko, 2010; Mkhonza, 2010).

##### **4.10.4.1. The perspectives of the police on dysfunctions in the Criminal Justice System created by the prosecution at Madadeni**

The police indicate that the working relations with the prosecutors at Madadeni Court are not at a required standard. Although meetings are held, sometimes it do not seem to resolve existing problems. Prosecutors take decisions that are not informed by the investigation process and without communicating with the detective service (Mtambo, 2009; Barnard, 2009). Below, the researcher outlines some of the actions alleged by the police to be executed by prosecutors which tend to frustrate the administration of justice at Madadeni.

The police indicate that their performance in as far as the investigation of crime is concerned is being hampered by the prosecution through actions that they view as illegal and against the spirit of teamwork. These include decisions and actions such as:

- (a) When a person is charged for an assault with intent to do grievous bodily harm, and the docket is submitted to court with all statements and the suspect (excluding the Medical form- J88), the case is struck off roll at the first appearance. This action is based on the reason that the J88 is unavailable. The J88 form is issued to the complainant, as it has to be completed by the District Surgeon to describe the injuries sustained by the complainant. Practically, it is normally returned to the investigator between 2 and 4 days, as the District Surgeon is only working state cases up to 12h00 midday,
- (b) In relation to drunken driving cases the prosecutors are either failing to understand or deliberately plan to frustrate the police by demanding blood test report on the first appearance in court of the accused. This is done notwithstanding other legal evidential reports (breathalyzers) being filed in the docket. It is impossible to file blood report in the docket on the first appearances as it is taking long to obtain analysis reports from the Forensic Science Laboratory.
- (c) In many instances, investigating officers warn witnesses to come to court, but when cases are postponed, prosecutors do not call witnesses to be warned by the court for the next court date. This results in investigating officers again have to warn the witnesses for court. The practice is not only time consuming and draining police resources, but it also cause the police to repeat all the work that has been done, owing to the prosecutors' failure to do their work.

- (d) Prosecutors are keen to request for long remands even if the investigation of the case is complete / finalised. They derive joy from demanding that the detectives must come and sit at court even if they know that the case would not be heard on the said day. Later in the day they (detectives) are informed to go because the case is postponed to another date. This indicates disrespect for investigators and a lack of appreciation that the police also have a human resource problem. Any day lost is affecting the total output of the station.
- (e) In order to ensure a smooth flow of processes in organisations / institutions, especially where one institutions' output becomes another's input, there are working procedures that need to be respected by all involved. The police express concerns that the prosecutors fail to distinguish between legal pre-scripts and localised working arrangements, agreed upon by both institutions. They refuse to accept new dockets from the police after 08h00 where accused persons are charged after 08h00 but before 16h00, which is contrary to the Criminal Procedure Act 51 of 1977. They only accept dockets after 08h00 when instructed by the culprit's representative to place the cases on Roll.
- (f) Some prosecutors tend to loose dockets that they have acknowledged, despite signing the register that they have indeed received it. This does not augur well for the police and the criminal justice system as a whole because the complainants easily and conveniently blame the police for the lost dockets (Mtambo, 2009; Mkhwanazi, 2009).

According to Mtambo (2009), most of the concerns they have with the prosecution are resulting from what they perceive as lack of practical knowledge on the part of the

prosecutors. In all instances where cases are either withdrawn or not enrolled, the police have to sit with people who were arrested, but they have to be released without appearing in court. This practice is viewed by the police not only as encouraging crime, but it creates a vent for civil claims against the police, for example, for unlawful arrests (Mtambo, 2009, Mdlalose, 2009).

#### **4.10.4.2. The perspectives of the prosecutors on dysfunctions in the Criminal Justice System created by the police at Madadeni**

After conducting discussions with the prosecutors with regard to their perspectives on their working relationships with the police and their role in ensuring that the institutions (Police, National Prosecuting Authority and Correctional Services) achieve the broad goals of the Criminal Justice System, the prosecutors had the following to say:

- (a) The prosecutors at Madadeni believe that there are dysfunctions in the criminal justice system, especially on the side of the police. The prosecutors have outlined the police actions that they believe contribute to a dysfunction in the criminal justice system at Madadeni. These are identifiable in the following areas:
- (b) There is no structural working relationship that exists to enhance working relationship between the two institutions. What seems to prevail and dampen the relationship is professional jealousy. There is no recognition of the other party as being crucial and critical in the system which impacts negatively in the disposal of cases (Dludla, 2009, N. Maseko, 2009). Dludla (2009) and N. Maseko (2009) cite some of the situations deemed as undesirable emanating from the police and viewed as retarding the effective application and Administration of justice. These include actions where the police: submit

case dockets to court with incomplete investigations, arrest people without collecting sufficient evidence, not securing the attendance of witnesses to court, assign serious cases to inexperienced investigators, do not cooperate with prosecutors or comply with instructions given by prosecutors, and loose case dockets, which is aligned to corruption.

According to Dlodla (2009), the senior public prosecutor at Madadeni magistrate court, the prosecution wants to ensure that justice is served and that it is done without favour or prejudice, to ensure that society, lives in a free and secure environment. This can only be achieved if prosecutors are able to present completely investigated cases and secure convictions that will deter the would-be-criminals. She also indicated that the prosecutors are capacitated to provide necessary and proper guidance to the police during their investigations and crime prevention duties, (if sought).

It is not easy to say that the prosecution is fulfilling its goal to ensure that “justice is not delayed and ultimately denied.” This can be seen in the number of cases that the courts are carrying, which is evidenced by the delay in the finalization of cases, and as a result, delaying justice to the people. It can also be seen in the escalating rate of crime which suggests that people still have no respect for the laws of the country (Dlodla, 2009; B. O. Maseko, 2009).

The number of unreported cases is also an indication of the police and the prosecution’s uphill battle in trying to fulfil their objectives. If people have confidence in the justice system they will have no problems in coming forward to report crime and cases. The failure by witnesses to attend court is an indication that the courts are not respected by the people, because, very often, cases are postponed, and this make

people to loose interest in the seriousness of what the courts are suppose to do (B. O. Maseko,2009; Ras, 2010).

It causes much pain when the prosecutors are given “raw” dockets, in which prosecutors have to ask why accused persons were arrested. The prosecutors claim that the police do not interview key witnesses, that their statements are poor, and that they are also incomprehensible (section 4.9.3). Cases are not thoroughly investigated, and when it is brought to court, only then is the deficiencies in the “paper work” identified. This situation does not only angers and frustrates the prosecution team, but it also angers the victims who view the perpetrators as having more rights than them, and at times, consider revenge, rather than to rely on the slow and a “perceived and experienced” (Ras, 2010) dysfunctional justice system (<http://www.csvr.org.za/wits/papers/papdux2.htm>).

It is a norm at Madadeni to receive case dockets which indicate that police officers have no idea on when to arrest and why. This further suggests that the branch commander does not read the dockets nor consult with the investigating officer of the docket before certifying the court readiness of the dockets. Prosecutors believed that, in order for them to argue for stiffer sentences, they must oppose bail applications in the courts, so that accused persons can be assurance, as well as witnesses, that they will ensure that justice will prevail and that the levels of fear will be reduced. In short, the police must conduct their business according to the rules laid down by prosecutors (Magwaza, 2009; Dlodla, 2009).

The SAPS has not taken the initiative of involving prosecution in the investigation of their cases. One seldom finds an investigating officer who has passion for his/ her

dockets, who feels for his victims and witnesses, who would want to see his/ her case finalized and make sure that his/her witnesses receive justice. There are very few investigators who consult prosecutors during the investigation process for guidance.

Police officers appear to be shy or scared to approach a prosecutor for advice and to query a prosecutor where necessary, for example, where a wrong decision has been made in the investigation diary. Operations at the CSC do require a revamp in order to improve its impact and quality output especially with regard to: the quality of statements, treatment of customers, and standards of operations (Dludla, 2009 Mkhonza, 2010; Wolfkop 2010).

Madadeni police station has 34 members assigned solely for crime investigation work. These members are trained according to the requirements of the service in order to fulfil its Constitutional obligation. They are allocated with resources (such as vehicles, computers, cellular phones, and cameras) that are adequate to carry out the detective work under the command of the Unit Commander (Superintendent Mtambo, 2009). Investigating officers have to determine if the essential features of the case docket are embodied, that is, if all the elements of the crime are recorded, and if there are enough indications that the preliminary investigation was sufficient. Twenty four hours later the case docket is then given to the commander of the detectives for his perusal after the case has been registered.

After inspecting the docket, the commander will give a future date on which the case is to be produced, which is known, as a brought forward date (B/F). This practice is intended to ensure a controlled and directed investigation of every case docket. An

investigator is required to interview the complainant and witnesses at the scene, or immediately thereafter, in order to obtain as much information / clues about the crime and the circumstances surrounding the incident.

The recording of such interviews in the investigation diary (SAPS 5) is very crucial because some cases can be very serious, lengthy and time consuming before finalization. Interview notes are crucial for the investigator in court as well as to confirm communication with the complainant. There is no doubt that the detectives that are responsible for the Madadeni area can better themselves through training and can liaise more often with the public (complainants) in order to provide feedback and to keep them more up to date with the progress and results of the investigation. (B. O. Maseko, 2010).

#### **4.11. THE CORRUPT TENDENCIES IN THE POLICE AT MADADENI**

There is a prevailing view amongst the respondents that some members of the public service (inclusive of the police) are corrupt. Various situations have been highlighted by the respondents that indicate abnormal practises at Madadeni. Obviously the alleged practices are classified as a ‘rotten apple situation’, whereas the impact is far reaching in destroying the image of the police station. The respondents have also cited corruption as a generator of crime and inhibitor of improvements to service delivery.

They indicate that some police members are engaged in actions that work against what the communities are entitled to and or deprive the communities of the services in order for them (police) to enjoy undue rewards. The respondents have indicated a number of situations purported to be carried out by some members of the service at Madadeni. These activities include: demanding payment from criminals instead of

arresting them (extortion), the theft and sale of case dockets, theft of stock that is found straying, selling of drugs by the police, demanding undue payments from shebeen owners, accepting undue payments from criminals in lieu of arrests, demanding payments for withdrawn cases (bribery) and the misuse of state vehicles (Xaba, 2009; C. Buthelezi, 2009).

Minnaar (2003:5) outlines the dangers that are posed by corruption in the police service. The build-up of hatred by the communities towards the police as a result of the actions committed by a few members against the communities is likely to pose a danger to other unsuspecting members. The incidents cited in section 4.6 are sufficient to suggest that some members may fall into the trap of being killed by the aggrieved victims of corrupt activities. The dangers faced by members of the police service are multiple in number and it is true that, in the performance of his/her duties, a member may get closer to a suspect who has already paid another member a “protection fee”, to safeguard him / her against police members.

According to Minnaar (2003:6), corruption can lead to police murders which manifest in various forms. Amongst others, members are killed by criminals because:

- (a) There is a general lack of respect for the police,
- (b) There are poor levels of trust and cooperation between them,
- (c) There are corrupt practices within the police service and involvement with criminals,
- (d) The negative attitudes of criminals towards the police lead to police attacks for purposes of obtaining firearms carried by the police.

He (Minnaar) further indicates that corruption leads to a situation wherein members of the police service at times resort to killing their fellow colleagues in order to protect their partners in crime. They can also kill unsuspecting members if the corrupt member realises that a particular member is closer to exposing a corrupt activity that members might be involved in. It is clear at this stage that some police members at Madadeni are involved in corrupt activities and the outlined dangers associated to corrupt activities cannot be ruled out (B. O. Maseko, 2010).

On 18 December 2009 the Newcastle Advertiser published an article about the robbery of a Chinese businessman in a factory premises by police officers in uniform. The members involved in the robbery were from Springs Stability Unit (Crime Combating Unit) and the Germiston Flying Squad who pretended to be searching for illegal immigrants, illegal labels (counterfeit goods) and drugs. The suspects (police members) were arrested and appeared in the Newcastle Magistrate court (Govender, 2009: 3).

#### **4.12 SUMMARY**

The researcher has conducted extensive conversations with a number of respondents. The target groups ranged from individual members of the community, societal institutions, business entities and public institutions. The respondents were requested to express their perspectives in relation to the themes of the research (section 4.4). Respondents have expressed their views on how they perceive the police and policing at Madadeni after 1994. It has come out clearly that the respondents (both the police and communities) have, over time, developed perceptions towards each other. These have emanated from actions carried out by the police on the one side, and the

community on the other. The next chapter (chapter 5) analyses the data recorded in this chapter, and also interprets it, in order to assist the reader to understand how the residents of Madadeni perceive policing in the post apartheid era in their area.

# **CHAPTER FIVE**

## **ANALYSIS AND INTERPRETATION OF THE RESPONSES BY THE RESPONDENTS ON THE POLICE AND POLICING OF MADADENI AFTER 1994**

### **5.1. INTRODUCTION**

In this chapter the researcher analyses and interprets the data (responses) that were collected through the interviews and conversations that were conducted with different people, representatives of organizations, institutions and groups (sections 4.5 – 4.11; chapter 4). Research is essentially a thought out process on accumulated facts and an attempt to say what the data means, or it is also seen as method of action by which people solve problems in an endeavour to extend the boundaries of knowledge (Leedy & Ormrod 2005). This chapter encompasses the analysis and interpretations of responses that are aimed at making scientific sense of the respondents' perceptions of the police and policing at Madadeni in order to reach conclusions and ultimately make recommendations (sections 4.5 – 4.11).

### **5.2. RE-STATEMENT OF THE AIMS**

The primary aim of this study was:

To establish the perceptions of the residents of Madadeni about the police and policing activities at Madadeni, and to establish how the Madadeni police and their policing impact upon service delivery in this township (section 1.6 - chapter 1).

The following secondary aims were formulated to guide the researcher in attaining the primary aim of the study:

Aim One (Chapter one): To give a general orientation and a brief overview of the origin and development of Madadeni Township and the Madadeni police (station).

Aim Two (Chapter two): To discuss the research methodology that was used

Aim Three (Chapter three): To view Madadeni police station from 1968, with special reference to the post 1994 period.

Aim Four (Chapter four): To evaluate the effectiveness of the police and policing at Madadeni after 1994 as perceived by the residents.

Aim Five (Chapter five): To Analyse and interpret the responses of the respondents

Aim Six (Chapter six): To draw conclusions and to make recommendations regarding the police and the policing of this area

### **5.3. METHODOLOGY**

The study was aimed at determining the perceptions of the residents of Madadeni about the police and policing during the post apartheid (after 1994) era. The period before 1994 was characterized by inequalities in all aspects of governance. The police and policing were also racially designed and practised (section 1.9.1, 1.10 and 1.14.6).

In order to achieve this broad goal the researcher conducted conversations with different individuals, groups and institutions within the Madadeni area (Table 5.1).

The data collected from all focus groups was recorded by hand after receiving

permission from each participant (individual or group). The entire research approach (qualitative) that was followed during conversations and unstructured discussions was explained to all respondents and they were also assured that the output of the conversations would remain confidential (section 2.4, 2.4.1 - 2.4.7 & 2.9). The respondents were grouped (Table 5.1) and the percentages of responses were used to determine the perspectives of the respondents in a particular measurement of each theme.

#### 5.4. THE PROFILE OF THE RESPONDENTS

The researcher collected data (responses) from a variety of respondents who are resident in the Madadeni policing area (section 2.4). The respondents included groups of people; individuals identified from the community, various institutions and organizations as indicated in Table 5.1 below. The researcher ensured that conversations included males, females and young people and he also had tried to distribute the respondents according to township dwellers and rural (trust land) residents in order to obtain a more balanced view regarding the different perceptions of the clients serviced by the Madadeni police (station).

**Table 5.1: Distribution of respondents per category**

<b>Target group</b>	<b>Number of respondents</b>
Individual community members: Adults – 57 (snowballing effect) : Youth – 95	152 (25%)
<b>Families</b> : Adults [ visit to families]	25 (4%)
<b>Church</b> : Adults [ 3 groups of 20; 41 & 36] : Youth [ 4 groups of 19, 34, 24 & 37]	97 (16%) 114 (19%)
<b>School</b> : Educators	24 (4%)

: Learners [ 2 groups of 20 & 27]	47	(8%)
Police members [uniform & detectives]	67	(11%)
Community Police Forum / sector policing & Youth Desk	12	(2%)
<b>Public Institutions</b>		
- Prosecutors	6	(1%)
- Department of Social Welfare and Population Development	3	(0.5%)
- Department of Home Affairs	2	(0.3%)
- Newcastle Municipality	4	(1%)
- Amajuba District Municipality	4	(1%)

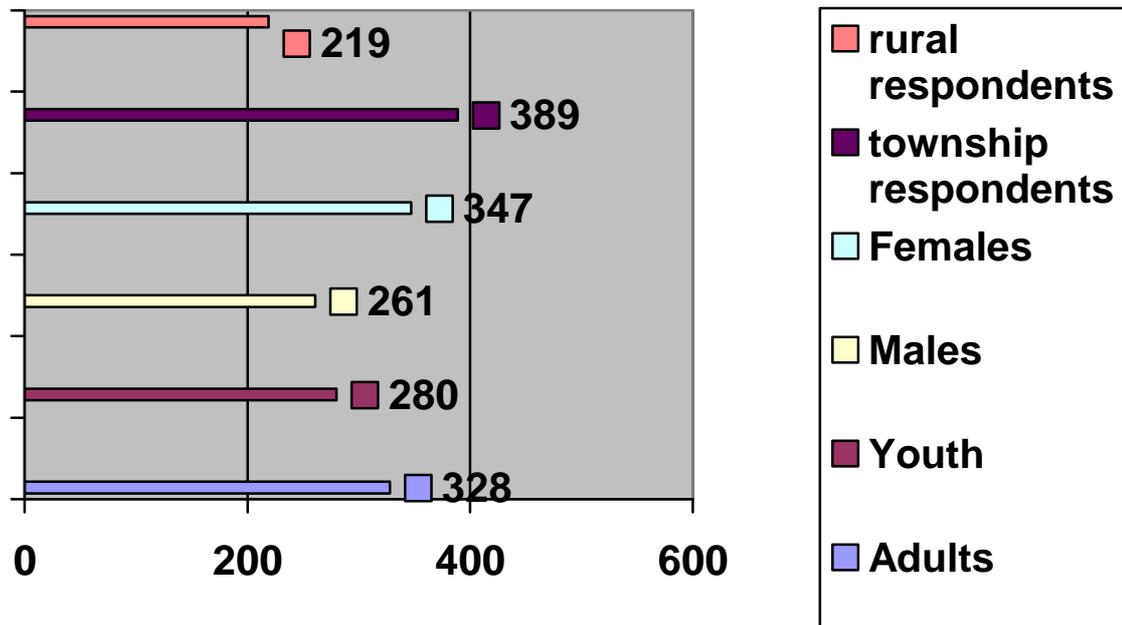
<b>Business enterprises</b>		
- Ithala Finance Corporation	3	(0.5%)
- Checkers Centre	8	(1.3%)
- Beer Wholesaler	1	(0.2%)
- Private Security Companies	15	(2%)
- Individual shop owners	14	(2%)
- Taxi Association – Madadeni	8	(1%)
- Car guards	2	(0.2%)
<b>Total respondents consulted</b>	<b>608</b>	<b>(100%)</b>

(B.O. Maseko, 2010)

## 5.5. THE DEMOGRAPHICS OF THE RESPONDENTS

Conversations were conducted with 608 people, including groups members. The researcher has approached the policing area of Madadeni as one entity. He did not intend to conduct a comparative study of the residents' perceptions of those staying in the township and those in the rural areas, nor did he conduct the study on the basis of gender or age groups. This analysis just wants to assist the reader to better comprehend the perceptions of the respondents who are served by Madadeni police station (section 5.4 & Table 5.1).

**Figure 5.1: The demographic distribution of respondents in raw figures**



(B.O.Maseko, 2010)

## 5.6. ANALYSIS OF THE DATA

The data (responses) to test the perceptions on Madadeni police and policing by the residents were based on seven (7) major themes that were used to guide the conversations and discussions (section 4.4). The responses obtained from the respondents during the conversations have been analysed, interpreted and presented in tables, graphs and descriptions. As mentioned, the number of respondents was 608 (Table 5.1). The major themes included:

- (a) The crime situation and generators thereof, at Madadeni (section 4.5),
- (b) Crime prevention activities at Madadeni (section 4.6),
- (c) Crime prevention through partnership policing at Madadeni (section 4.7),
- (d) Cooperative governance at Madadeni (section 4.8),

- (e) Functioning of the Community Service Centre at Madadeni (section 4.9),
- (f) Functioning of the Investigation of Crime Unit (Detectives) at Madadeni (section 4.10) and
- (g) Corrupt tendencies in the police at Madadeni (section 4.11)

**5.6.1. The perceptions of the respondents in relation to the crime situation (rate) and the generators thereof at Madadeni**

The respondents were requested to give their perspectives (views) of the crime situation at Madadeni. The conversations were aimed at establishing how the respondents assess the crime situation at Madadeni, based on their experiences and observations. Coupled with the crime situation (rate) the respondents were required to indicate what they believed to be the main generators of crime at Madadeni and the controllability of such generators (section 4.5 and Table 4.1).

**Table 5.2: Distribution of respondents on the prevailing crime (rate) situation and causes thereof, at Madadeni according to percentages and raw figures**

Respondents per category	Low		High		Not sure		Total	
	%	n	%	n	%	n	%	n
Societal Institutions – Adults	28	(170)	67	(407)	5	(31)	100	(608)
- Youth	35	(213)	55	(334)	10	(61)	100	(608)
Snowballing discussions : Adults	24	(146)	73	(444)	3	(18)	100	(608)
: Youth	29	(176)	64	(389)	7	(43)	100	(608)
- Police	53	(322)	43	(261)	4	(25)	100	(608)
<b>-Community Policing:</b>								
CPF/ Sector Policing/ Youth Desk	51	(310)	46	(280)	3	(18)	100	(608)
- All public institutions	30	(182)	58	(353)	12	(73)	100	(608)
- Business enterprises	21	(128)	74	(450)	5	(30)	100	(608)

Respondents per category	Low		High		Not sure		Total	
	%	n	%	n	%	n	%	n
Average scores	34		60		6		100	

**Table 5.2** indicates that the majority of the respondents (60 %) indicated that the crime rate at Madadeni is high and is preventing them from leading a peaceful life. They further indicated that they have been forced by the incidents of crime to spend exorbitantly in reinforcing the security of their homes (section 4.5).

There were 34 % of the respondents, including police and Community Policing Forum (CPF) members who felt that crime is low at Madadeni. There were 6 % of the respondents who were not sure how crime trends were developing at Madadeni, for example, whether crime is increasing, declining or stable. These respondents (6 %) are likely to belong to those who have not been directly affected by crime incidents, but who also ignore what is taking place around them. Within the 34% respondents' group, who believed that crime is low, the police and the CPF members have indicated that crime is low at Madadeni by recording, 53% (police members) and 51% (CPF members) respectively.

During the conversation with the respondents it transpired that they were / is concerned about some of the activities that are taking place at Madadeni which are viewed as generators of crime. In some situations / incidences they are concerned about the inactivity (non-action) of the police and the communities to eliminate the opportunities to commit crime (section 4.5 & Table 4.1). The under listed crime generators were prioritised for purposes of this research.

**Table 5.3 : Prioritized crime indicators at Madadeni**

<b>Community : Crime Generators</b>	<b>Police : Crime Generators</b>
(a) Lack of proactive action by the police, patrols, lack of visibility and enforcement of the laws, (b) Mushrooming of shebeens and drug (liquor and abuse of drugs by the youth), (c ) The police have no respect for the communities, (d) Corrupt members of the police service, (e) The erosion of basic human values and low moral standards in society ; (f) socio - economic conditions	(a) Lack of respect of the law, other people and their property, criminals' greed and jealousy, (b) Alcohol and drug abuse (more shebeens and taverns (c ) broken families and individualistic life styles (d) corrupt elements within society, e.g. Fraudulent cases (defrauding of furniture shops – hire purchases Act), (e) No Municipal by-laws enforced, (f) socio-economic conditions and poor environmental design

The respondents were requested to give their perspectives on the gravity of the cited generators of crime. Most of the respondents indicated during the conversations that they regard the variables indicated in the graph as the major causes of crime at Madadeni.

Based on their prioritization the following responses were recorded to reflect the general perceptions about the generators of crime (Figure 5.2). These responses reflect fieldwork that has been done during the period 2008 to 2010 when these conversations took place. The researcher believes that this reflects a true version of the perceptions (views) of the respondents.

**Figure 5.2: Distributions of respondents on the type and gravity of crime generators**

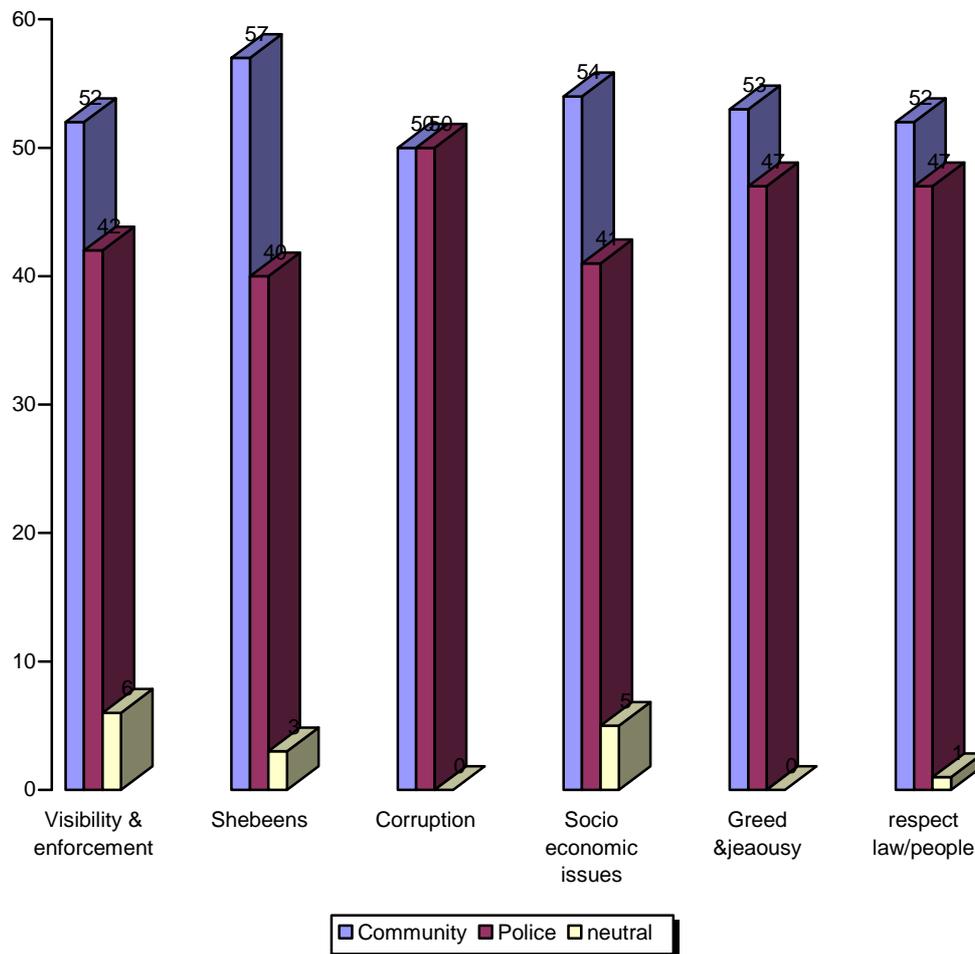


Figure 5.2 indicates the rating and the gravity of the action or lack of action in respect of the crime generators as indicated in the graph. The respondents listed the factors that they believe are the main generators of crime (section 4.5 & Table 4.1). The graph indicates the degree of concern towards each crime generator. In essence the percentages of the respondents assigned to the generators reflect the degree of threat posed by the situation as presented. In terms of percentage, 52% of the community (respondents) indicated that the lack of visibility and the adequate enforcement of the law are contributing to the crime situation.

It is also a concern to the community that shebeens are “drawing” a number of young people (males and females) and adult males who spend a lot of time away from their families (section 4.6.1.2.2). There is a balanced agreement (50/50 %) by all the respondents that corruption is a challenge for the rendering of high quality service at Madadeni (section 4.6.1.2.2 & Table 4.1). There is an indication that while the communities (respondents) are more concerned about these generators; the police also seem to be aware of their “contributions” to the crime situation at Madadeni.

### **5.6.2. The perceptions of the respondents with regard to the prevention of crime activities at Madadeni**

The respondents were requested to give their perspectives on the effectiveness of crime prevention at Madadeni. Two categories of activities under the “crime prevention” concept were discussed, namely, proactive policing and law enforcement ( sections 4.6; 4.6.1 & 4.6.2). The respondents were requested to indicate whether they were satisfied or dissatisfied with the activities that they witness, observe and experience in relation to the current crime prevention activities at Madadeni.

**Table 5.4: Distribution of the respondents on the effectiveness of crime prevention activities at Madadeni according to percentages**

Respondents per category	Satisfied		unsatisfied		Not sure		Total	
	%	n	%	n	%	n	%	n
Societal Institutions - Adults	20	(122)	63	(383)	17	(103)	100	(608)
- Youth	27	(164)	59	(359)	14	(85)	100	(608)
Snowballing discussions : Adults	23	(140)	48	(292)	29	(176)	100	(608)
: Youth	10	(61)	37	(225)	53	(322)	100	(608)
- Police	48	(292)	50	(304)	2	(12)	100	(608)
<b>Community Policing:</b>								
CPF/ Sector Policing/ Youth Desk	45	(274)	55	(334)	-	-	100	(608)

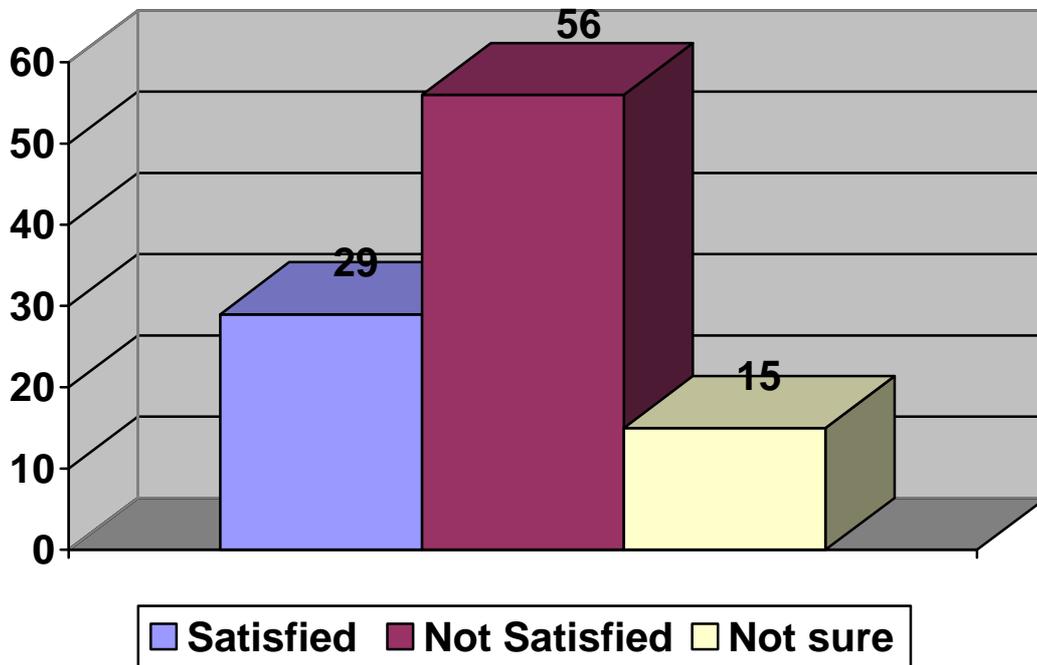
Respondents per category	Satisfied		unsatisfied		Not sure		Total	
	%	n	%	n	%	n	%	n
- All public institutions	35	(213)	61	(371)	4	(24)	100	(608)
- Business enterprises	24	(146)	76	(462)	-	-	100	(608)
<b>Average scores</b>	<b>29</b>		<b>56</b>		<b>15</b>		<b>100</b>	

Table 5.4 indicates that the youth outside the church or school environment have indicated that 53% were not sure whether crime prevention activities are effective or not at Madadeni. The youth, belonging to some institutions, for example, the church and school have recorded a 59 % dissatisfaction of the current performance of the police in dealing with crime.

The indecision is rife amongst the youth because they were cited by some respondents as the major participants in the commission of crime. Greater satisfaction of the effectiveness of crime prevention activities at Madadeni was found within policing circles. Policing circles includes the police and the current community policing participants (CPF, sector policing and youth desk). The percentages were, 48% (police respondents) and 45% (community policing respondents) respectively.

It seems that those that are actively involved with the police are of the opinion that the police are not performing “too bad” while those that are seen by the police as “outsiders” (not actively involved in the police and policing structures), are of the opinion that crime prevention activities are not very effective in Madadeni.

**Figure 5.3: Distribution of the total averages of respondents on the level of satisfaction with crime prevention activities at Madadeni**



**Figure 5.3** indicates that more than half (56%) of the total respondents indicated dissatisfaction on the effectiveness of the police in preventing crime at Madadeni. They emphasized the lack of a proactive approach to policing that would have infused elements like of directed vehicle patrols and foot patrols both in the residential and business areas (sections 4.6; 4.6.1 & 4.6.1.2). The respondents further expressed dissatisfaction on the law enforcement capabilities to prevent crime, and specifically had the members of the police crime prevention unit and the detective services (sections 4.6 & 4.10) in mind. Only 29% of the respondents were satisfied that the crime prevention measures in Madadeni are effective, while 15% of the respondents have indicated that they were not sure if the current crime prevention and crime detection activities and strategies are effective and efficient.

### 5.6.3. The perceptions of the respondents in relation to the prevention of crime through partnership policing at Madadeni

The respondents were requested to give their perspectives on the effectiveness of crime prevention through partnership policing at Madadeni. This required the respondents to indicate whether there were any types of partnerships that exist at Madadeni that are aimed in the fight against crime and how such partnerships (if any) are impacting on the rate of crime.

**Table 5.5: Distribution of respondents' views on the existence of partnership policing at Madadeni presented in percentages**

<b>Respondents per class</b>	<b>Formed %</b>	<b>Not formed %</b>	<b>Not sure %</b>	<b>Total %</b>
<b>Societal Institutions</b>				
(Family, church & school) - Adults	43 (261)	57 (347)	- -	100 (608)
- Youth	15 (91)	72 (438)	13 (79)	100 (608)
<b>Snowballing discussions : Adults</b>	12 (73)	25 (152)	63 (383)	100 (608)
: Youth	15 (91)	68 (413)	17 (104)	100 (608)
- Police	53 (322)	36 (219)	11 (67)	100 (608)
<b>Community Policing:</b>				
CPF/ Sector Policing/ Youth Desk	62 (377)	38 (231)	- -	100 (608)
- All public institutions	29 (176)	56 (340)	15 (92)	100 (608)
<b>Business enterprises (All others)</b>	26 (158)	74 (450)	- -	100 (608)
- Private Security companies	12 (73)	88 (535)	- -	100 (608)
- Car Guards	-	100 (2)	- -	100 (2)
<b>Average scores</b>	<b>27</b>	<b>61</b>	<b>12</b>	<b>100</b>

**Table 5.5** indicates that the majority of the respondents (61%) were adamant that no formal partnerships have been formed by the police at Madadeni either with businesses, public institutions, churches or societal institutions (families, churches and

schools) (section 4.7.1). Most respondents indicated that, what is termed by the police and the CPF as viable partnerships, were more ad-hoc activities being carried out in society in the form of crime awareness campaigns (section 4.7.6).

There are also 27 % of the respondents that holds the view that partnerships exist at Madadeni and that it is viable. The police (53%) and the CPF (62%) indicated that partnerships do exist and they see (describe) it as viable. It has been observed that the societal institutions (like families, churches & schools) have averaged 64.5% in the non formation of partnerships (sections 4.7.7; 4.7.7.1- 4.7.7.3; 4.8; 4.8.1-4.8.4).

The public institutions (56%) and businesses (74%) when combined represent an average of 87% of non-existence of partnerships that are aimed at preventing crime as one formidable force at Madadeni. The critical elements of business partners that are neglected by the police at Madadeni are the private security companies and car guards at Madadeni. These respondents have also indicated that the police do not want to associate themselves with them (private security officers) (section 4.7.1.1 – 4.7.7.3), notwithstanding their critical positioning in society and businesses.

They (private security respondents) indicated that on an ad-hoc basis, the police visit their service sites (12%), while 88 % of the respondents have indicated that there is no healthy working relationship with the police at an operational level. Especially car guards (100%) have indicated that, whereas they protect people's vehicles, including the police vehicles against damages, theft and being broken into by criminals, they (car guards and private security officers) are not taken seriously by the local police.

**5.6.4. The perceptions of the respondents on the degree of cooperative governance against crime at Madadeni**

The respondents were requested to express their views (perspectives) on the extent of cooperation amongst public institutions in the fight against crime. The desire to establish the current cooperative situation within and amongst public institutions is to determine the extent to which cooperative governance is embraced in fighting crime at Madadeni.

**Figure 5.4: Distribution of the respondents on the existence of cooperative governance against crime at Madadeni**

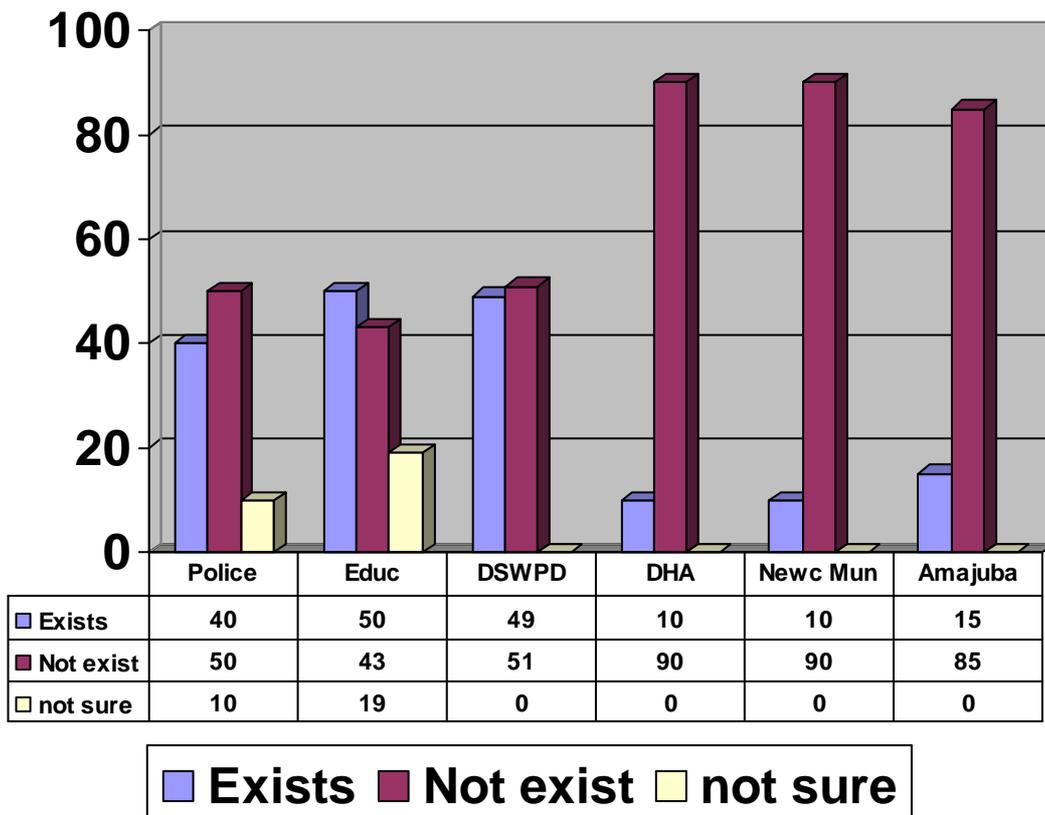


Figure 5.4 indicates that the majority of the respondents within the public institutions (68%) including the two municipalities (Newcastle Local Municipality and Amajuba

District Municipality) have indicated that there is no formal cooperation that exists amongst them. This situation prevails notwithstanding the dictates of the White Paper on Security, 1998 (sections 4.8; 4.8.1 – 4.8.4). 27 % of the respondents have indicated that there is some form of cooperation (“marriage of convenience”) that is basically ad-hoc and is operating on a need basis.

The Departments of Education and Social Welfare and Population Development reported to have ad-hoc partnerships with the police; hence they rated higher on the existence of partnerships. However, it is worth noting that almost all the institutions, except the Department of Education (43%), have recorded 50 % and above on non-existence of partnerships. A shocking revelation is the 5 % of respondents within the institutions who have indicated that they were not sure whether any partnerships to prevent crime, exist at all.

#### **5.6.5. The perceptions of the respondents with regard to the functioning of the Community Service Centre at Madadeni**

The respondents were requested to express their views on the functioning and performance of the Community Service Centre at Madadeni. Another essential element to establish was the respondents’ perspectives on the accessibility of the police station and the access to police services. The view of respondents on the CSC is vital because this centre is regarded as the “nerve centre”, the “heart and soul” of the police, because this is the place where there is a direct interaction between community members and the police (B. O. Maseko, 2010; Ras, 2010).

**Table 5.6: Distribution of the respondents on the effectiveness of the CSC at Madadeni**

<b>Respondents assessment per category activities</b>	<b>Satisfied %</b>	<b>Dissatisfied %</b>	<b>Not sure %</b>	<b>Total %</b>
Accessibility of Madadeni police station	43(261)	57 (347)	- -	100 (608)
Access to services versus. police discretion at Madadeni	45 (274)	50 (304)	5 (30)	100 (608)
Ill-treatment of clients versus customer care principles	45 (274)	53 (322)	2 (12)	100 (608)
<b>The quality of dockets registered</b> (investigators and prosecutors)	42 (255)	58 (353)	-	100 (608)
The time taken (response times) to attend to complaints or incidents reported	34 (207)	51 (310)	15 (91)	100 (608)
The attendance and management of the crime scenes by the Community Service Centre (CSC) personnel	39 (237)	58 (353)	3 (18)	100 (608)
<b>Average scores</b>	<b>41</b>	<b>55</b>	<b>4</b>	<b>100</b>

**Table 5.6** indicates that the respondents perceive the current location of the police station as being inaccessible (sections 1.14.3 & 4.9.1). 57% of the residents have expressed dissatisfaction on the ease to access the police station. The situation of accessibility is further exacerbated by the failure of the police to attend to telephone calls, made by community members to the police, and there is also no direct transport that goes to, and / or via, the police station (section 4.9.1).

The respondents have also indicated dissatisfaction (53%) with the latitude given to the police (to exercise discretion) to decide against the complainants whether to register or not to register a crime committed against an individual (section 4.9.2). 58 % of the CSC clients, namely, the detectives and the prosecutors, have expressed dissatisfaction with the quality of statements that are written during case registration. Some investigators and prosecutors have indicated that this situation (poor statements) retards the investigative and prosecution and also makes it necessary for the culprit to be freed because of a “confused” docket (section 4.9.3).

The respondents further recorded high percentages of dissatisfaction in a number of areas relating to the performance of the Community Service Centre (CSC) at Madadeni. The respondents were critical of the CSC personnel behaviour and performance with regard to basic functions, namely: 53 % on ill-treatment of clients (section 4.9.2), 51 % on late attendance (response times) of complaints (section 4.9.5) and the non attendance or unprofessional behaviour at the scenes of crime (section 4.9.4). In all the functions listed in the table above the degree of dissatisfaction is more than 55%.

#### **5.6.6. The perceptions of the respondents on the investigation of crime at Madadeni**

The respondents were requested to express their perspectives with regard to their experiences on the functioning of the Investigation of Crime Unit (Detective Services) at Madadeni. A number of critical areas that were cited by the respondents were the main areas of assessment.

**Table 5.7: Distribution of respondents on the effectiveness of the investigation of crime unit at Madadeni**

<b>Respondents assessment per category activities</b>	<b>Satisfied %</b>	<b>Not satisfied %</b>	<b>Not sure %</b>	<b>Total %</b>
- The interaction between investigators' and complainants at Madadeni	35 (213)	59 (359)	6 (36)	100 (608)
- Speedy finalization of investigation and closing of dockets before court	45 (274)	53 (322)	2 (12)	100 (608)
- The effective use of investigative aids in the investigation of crime at Madadeni (police)	46 (280)	54 (328)	- -	100 (608)
- The operations of the Crime Office at Madadeni (Police respondents)	39 (237)	51 (310)	10 (61)	100 (608)
-The working relationship between the investigators and prosecutors	20 (122)	75 (456)	5 (30)	100 (608)
<b>Average scores</b>	<b>37</b>	<b>58</b>	<b>5</b>	<b>100</b>

**Table 5.7** indicates that the respondents are not satisfied with the activities of the detective services at Madadeni. The highest rating (59%) of dissatisfaction was recorded in the degree of interaction (lack of feedback) between the complainants (respondents) and the investigating officers (section 4.10.1). Communication between the investigator and the complainant is closely related to the speedy finalization of the cases under investigation and the optimal use of investigative aids to enhance the investigation process, which were rated 53% and 54 % respectively (section 4.10.2). The closing of case dockets before court and the lack of feedback to the complainants were also raised as a concern (section 4.10.1).

The effectiveness of the Crime Office as an internal structure, was evaluated by police members (section 4.10.3). It has been noted with concern that 51% of the members were not satisfied with the operations of the Crime Office (section 4.10.3 & Tables 4.4a & 4b) as they are of the opinion that it is working against the complainants' wishes and aspirations.

Some police members (10%) at Madadeni have indicated that they are not even sure what the Crime Office is doing or supposed to do. With regard to the working relationship between the police and the prosecutors the respondents have indicated that there is a serious problem that makes working very difficult (section 4.10.4, 4.10.1 – 4.10.4.2). 75 % of the respondents (police and prosecutors) have expressed dissatisfaction with the level of working relationship that exists between the two institutions. They further indicated that this situation requires urgent attention in the interest of an effective justice system at Madadeni.

#### **5.6.7. The perceptions of the respondents on the extent of corruption amongst members at Madadeni**

The respondents were requested to give their perspectives (views) related to possible police corruption at Madadeni. This criterion was necessary to be explored because it also emerged as one of the generators of crime (section 4.10.1; 4.10.2 & 4.11.1). Corruption tends to start with something small, but where a police official commits a minor infraction today it will be easier to commit a serious infraction tomorrow.

Corruption is committed by members of the police who fully understand the workings of the institution and thus exploit the opportunities identified. The commanders of the

police station find it difficult to control and stop corruption because they very often they have limited and scanty information on the severity and scope of corruption that may takes place under their noses. Without accurate information on the corrupt activities, they (police commanders) are not likely to curb it.

Normally, the commanders tend to take the ‘bad apple’ approach, that is, they say that only a few members are corrupt. This position indicates a “stand of denial.” Various activities were cited by the respondents as being practised by some police members at Madadeni, including the demand for money from complainants, demand for money from shebeen owners, the use of vehicles for private purposes, and so forth.

The researcher believes that when police commanders are performing their duties more purposeful (via planning and accountability), a lot of these corrupt activities can be stopped. The dissatisfaction that respondents have about police service deliveries is at present indicative of the low degree of trust that community members have in the police.

## **5.7 SUMMARY**

The analysis and interpretation of the responses (data) obtained during the conversations have indicated that residents’ perceptions on the police and policing at Madadeni are influenced by a number of factors. It has come out clearly that the residents (communities) are not satisfied with the policing at Madadeni. It has also been identified that some police members are not comfortable with some of the practises that are taking place within the station and the area.

One of the main factors that have been highlighted as the main causes of the residents' (and / or respondents) perceptions (views), include the failure of the police to protect them (residents / respondents) against criminal elements. It has also been indicated that the use of discretion by the police in the execution of their functions can only be improved if members can be better trained. Factors that need proper and more attention to improve the situation include: legislative flaws, lack of critical thinking skills, lack of policy understanding and application, and police behaviour.

Better trained members will lead to better community-police relations. There is no doubt that the police as an institution, has to change its operational culture, and that individual police members must be assessed to see if they are fit for their job. The police must also be mindful of the priorities of communities and be sensitive to their needs. Members also need to be people with the highest standard of integrity and character.

## CHAPTER SIX

### FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 6.1. INTRODUCTION

The purpose of this chapter is to present a summary of the findings and conclusions, and to make recommendations in the light of what has been discussed in the proceeding chapters (section 1.6, chapter 1). The South African Police Service (1994-2009), now the South African Police Force (from 1 December 2009), was established to serve the community in the provision of a safe and secure environment.

This research has focused on the police and policing at Madadeni with the view to establish how residents perceive (view) them (police). This was done in order to see if one can make some recommendations in order to improve the existing service deliveries that Madadeni residents are receiving at this police station. In short, through this study the researcher has tried to identify how people in this policing area perceived the police and how the police, who are also, part of this community, see themselves and the residents, in terms of their policing activities.

By doing this, a holistic picture could be established about the service deliveries that community members were / are receiving and how they have “experienced” and perceived / are “experiencing and perceiving” it. The views of Madadeni residents about the police and policing, especially after the 1994-period (post apartheid era), was the main focus on this study. A qualitative research approach was followed and data was collected through *inter alia* conversations and interviews with a variety of people, organizations, institutions, and groups of people in the Madadeni policing area (sections 4.5 – 4.11).

## **6.2. RE-STATEMENT OF THE AIMS**

The study was intended to achieve the aims as indicated below:

The primary aim of the study was to establish the perceptions of the residents of Madadeni about the Madadeni police and policing after 1994 (post apartheid era) (See section 1.4).

The secondary aims of the study included:

- (a) A brief general orientation, the historical development of Madadeni Township and the Madadeni police station,
- (b) The research methodology used in the study,
- (c) To view Madadeni police station from 1968 to 2010,
- (d) The evaluation of the effectiveness of the police and policing at Madadeni,
- (e) The analysis and interpretation of the data (responses) of Madadeni residents, and
- (f) The findings, to draw conclusions and to make recommendations.

## **6.3. FINDINGS AND CONCLUSIONS OF THE STUDY**

In order to create a link between this chapter (chapter 6) and the preceding chapters, the researcher used the same themes that were applied during the interviews and discussions (section 4.5 - 4.11 & section 5.6). During the analysis and interpretation of the responses, the researcher identified that the responses of the residents can be categorised into two broad categories. These entailed: Firstly, the situations where the respondents cited issues that related to poor service deliveries and unprofessionalism

on the part of the police at Madadeni police station. Secondly, the respondents cited generic dysfunctions in the policing system which resulted from actions or non-actions by the broad society (section 4.5). Based on the categorization as outlined above the findings, conclusions and recommendations are as follows:

### **6.3.1 Findings of the study**

#### **6.3.1.1 The findings in relation to poor service delivery and unprofessional behaviour of the police at Madadeni**

The researcher has found that most of the residents expressed concerns which relate to matters of poor service delivery and ill-treatment received from the members of the police at Madadeni. This situation is prevailing despite the existence of service oriented and customer centred policies in the public service. Amongst these policies are the Batho Pele principles, Code of Conduct, Code of Ethics, and Public Finance Management Act 29 of 1999, etcetera (section 4.2 and 4.2.1 – 4.2.3).

#### **6.3.1.2 The findings in relation to the crime (rate) situation and generators thereof, at Madadeni**

The police at Madadeni are required in terms of the Constitution (Act 108 of 1996) to provide a safe and secure environment for all by the prevention, combating and the investigation of crime (sections 4.2 & 4.6). The researcher has found that most residents are concerned about the rate of crime in the area and express a lack of confidence in the police (section 4.5 & Table 5.2).

The expressed beliefs, experiences and general observations of the respondents suggest that crime is on the increase at Madadeni and that the residents feel insecure

in their homes (section 4.5). The residents (respondents) further highlighted the crime generators that they believe contribute towards increasing crime, thereby prolonging their suffering and the destruction of society, especially the youth (section 4 & Table 4.1).

The researcher has further established that there are clear disagreements between the police and residents on whether crime is on the increase or is declining, but there is an agreement on some of the generators of crime (sections 4.5; 4.6; Tables 4.1 & 5.2).

He has further established that the Crime Office at Madadeni is not utilized correctly. The Crime Office was responsible to decide whether to register crime incidents (cases) or not. The practise has caused confusion amongst the respondents and has developed complacency amongst police members, as they now believe that crime is under control and that the station is rated amongst those that are “high performers”, while the communities are just feeling the opposite (sections 4.9; 4.10 & Tables 4.4a & 4.4b).

### **6.3.1.3 The findings in relation to the crime prevention functions at Madadeni**

The residents have indicated that crime prevention activities are lacking at Madadeni (sections 4.6.1 & 5.6.2). The researcher has established that the most basic crime prevention functions are not carried out at the station (sections 4.6.1.1; 4.6.1.2; 4.6.1.2.1; 4.6.1.2.2). The essential functions entail proactive policing which encompasses directed vehicle and foot patrols and law enforcement which involves the targeting of drugs, unlicensed firearms, driving whilst under the influence of liquor and the enforcement of existing liquor laws.

The researcher has observed with concern the contrasting dissatisfaction levels displayed by residents on the one hand, and the satisfaction levels of some members of the police and the CPF (section 5.6.2) on the other hand. It has been established that despite the police at Madadeni being a plan driven institution, the police station (Madadeni) does not have any weekly or monthly operational plan that guides the operations (sections 3.8.2 &4.6.1.1).

The existence of shebeens and taverns at Madadeni is viewed by the majority of the respondents (police and communities) as a major crime generator (Table 4.1). It has, however, appeared that there has been little effort put in to discourage the activities and the financial support of such amenities through the full implementation of existing laws relating to liquor trade with the view to eliminate them (section 4.6.1.2.2).

#### **6.3.1.4 The findings in relation to crime prevention through partnership policing at Madadeni**

The researcher has established that the social crime prevention concept, as an approach in fighting crime through partnerships is narrowly viewed at Madadeni and is confined to the community policing forums and sector policing. While the two structures (community police forum and sector policing) have noble objectives towards community participation in the fight against crime (section 4.7.6) their establishment models are defective and prone to external influences (political infiltration and hijacking) as well as apathy on the part of the residents.

The exclusion or the failure to coordinate societal institutions has diluted the strength of communities in the fight against crime. Partnership policing and community

policing at Madadeni are used interchangeably to include the community police forums, Youth Desk and Sector policing (section 4.7.6). The researcher has established that all security services combined deploy at least 24 security officials which are greater than the number deployed by the police station in one shift (CSC and crime prevention unit).

#### **6.3.1.5. The findings in relation to cooperative governance at Madadeni**

The White Paper on Safety and Security (1998) encourages cooperation and or partnerships amongst the government departments in carrying out their Constitutional Mandates (section 4.4.2.7). In this instance the local government structures and various government departments are required to work together to multiply the resources at their disposal with a view to improving the quality of people's lives. The researcher has ascertained that the Department of Social Welfare and Population Development is partnering with the police and prosecutors on social crime prevention interventions and instances where the youth are not compliant with the law (section 4.4.2.3). The Department of Home Affairs (DHA) on the other hand operating single handedly despite the critical role it occupies in citizens' lives.

This Department is, amongst others, responsible for the issuing of birth certificate, identity documents, passports and marriage certificates. The department does not attend any crime meetings at Madadeni. The DHA office at Madadeni is not responsible for the immigration processes, which are done in Newcastle. The DHA (Madadeni office) has its own share of fraudulent birth certificates that are issued and tendered for the application of children's grants (section 4.8.4).

It has been established that corrupt elements within the Department of Health (Madadeni Hospital) have found a "niche' area" in the issuing of fraudulent Road to

Life cards (section 4.4.2.7). Practically-speaking, these cards are the basis for applications for birth certificates that are used to apply for birth certificates at the Madadeni Home Affairs office. The fraudulently obtained birth certificates are tendered in the Department of Social Welfare and Population Development access grants.

The researcher has further established that the Newcastle and Amajuba District Municipalities neither initiate nor participate in social crime prevention interventions at Madadeni. There is also an exclusion of the police station from participating in the Municipalities' Integrated Development Plans (IDP) (section 4.8.1). It is also worth noting that the non-participation of the Newcastle Municipality and Amajuba District Municipality in the Madadeni Social Crime Prevention Forum (MSCPF) (section 4.8.3) undermines the government's efforts to coordinate the resources and skills with the view to improve the quality of people's lives.

#### **6.3.1.6. The findings in relation to the functioning of the Community Service Centre at Madadeni**

The Community Service Centre (CSC) is the heart of every the police station. It is the point of contact between the police and the communities. Its effectiveness is by standard expected to be way beyond reproach. In 1995 the name 'charge office' was changed to 'community service centre' (CSC) as a practical step to break with the past and align police operations to a "Human Rights culture" (section 3.3.2).

The functioning of the Community Service Centre at Madadeni is described differently by different people (degree of unpredictability). Despite the change of name, "charge office" to "community service centre," the operations, image,

practises and approach of the charge office have never changed (section 4.5.1). Chapter 4 indicates that there are serious pockets of deficiencies that render the CSC ineffective and a state of despair exists amongst some residents of Madadeni (sections 4.4.2.6.1; 4.4.2.6.2; 4.4.2.7.2 & 4.5.1).

The researcher has established that the issue of access to police services is equally challenging as it is the case to access the police station. These situations result from negative police attitudes, social conditions and poor infrastructure in the area. From 1994 to 2010 the Area Commissioner and the Cluster Commander did not identify the deficiencies that have been created by the retention of pre-1994 structures to service delivery systems. The station (Madadeni) has been “self regulatory” in terms of complaints and crime scene attendance. This situation has developed into a scenario where some complaints and crime scenes are either attended to very late, or not at all, but these complaints are recorded that they have been attended to, because this is supported by the system design of “self supervision”.

#### **6.3.1.7. The findings in relation to functioning of the Investigation of Crime Unit (Detectives) at Madadeni**

The investigation of crime at Madadeni is handled by a team of investigators under the command of the Unit Commander. While the detective unit is adequately resourced, both in terms of human and physical resources, for example vehicles, computers etcetera (section 3.7.1), and the residents have raised concerns on the functioning of the detective unit at Madadeni. These concerns include issues such as: failure to provide feedback to complainants, unprofessionalism at the scenes of crime, the Crime Office activities of selective crime (acceptance) registration, the disposal of

cases by the police before court process and corruption (sections 4.10; 4.10.1 - 4.10.4).

Madadeni police station has an average of about 50 cases that are withdrawn every month and another 80 cases that are undetected (section 3.9 & Table 3.3). This is caused by complainants who register cases and then later withdraw them as soon as a settlement has been reached or compensation has been paid for either damages or injury. The situation is partially caused by the communities who decide to negotiate matters that are already under investigation, the police on the other hand contribute to the closure of case dockets (section 4.6.3).

### **6.3.8. The findings in relation to corrupt tendencies within the police at Madadeni**

Corruption is a difficult practice to detect and prove; hence most commanders tend to dismiss its existence in their institutions. The researcher has established that there are pockets of corruption within the Madadeni police station workforce. The actions of corruption have manifested themselves in the collection of money from shebeen owners, the demand for payment from the suspects where cases have been withdrawn by the complainants, and collection of money from people by those who are certifying documents, etcetera (sections 4.6.1.2.2 & 4.10.1). The state owned resources; especially the vehicles, are used for private purposes (sections 4.9.3; 4.5.1 & 4.11), resulting in service delivery being negatively affected.

## **6.3.2. CONCLUSIONS OF THE STUDY**

### **6.3.2.1 Conclusions in relation to poor service delivery and unprofessional behaviour of the police at Madadeni**

The researcher has established that the residents are not receiving the treatment and the level of service that are expressed in the tone and spirit of the transformation (drivers of performance) policies and a myriad of others.

The researcher has further discovered that there is a direct relationship amongst the elements of poor service delivery, non-compliance to policies and the lax command and control at the station. Most of the alleged police behaviours result from the deviations from policy prescripts as well as the abdication of responsibilities by commanders.

### **6.3.2.2. Conclusions in relation to the crime (rate) situation and generators thereof, at Madadeni**

It has been established that through individual and group experiences that the respondents (residents) have developed perceptions that the police are ineffective in preventing and investigating crime since they are lazy, arrogant and lack interest in their work. As a consequence of this situation, the residents continuously become the victims of crime (section 5.6.1). The police are also perceived by the residents as being ineffective in dealing with the common generators of crime (section 4.5 & Table 4.1). It is also noted that the crime generators cited by the residents are within their reach and there is no doubt the police and the community can do something about it (section 4.7.1).

The police on the other hand have a duty to ensure a safe and secure environment for all, through; visibility in the neighbourhoods, directed patrols, the enforcement of the existing laws of the country, display courtesy, honesty and respect of the clientele (section 4.6.1.1). The researcher has established that there is an omission on the part of the respondents (residents) to carry out the minimum requirements in terms of their standing in society.

Whilst on the one hand the police are expected to keep proper record of crime statistics, develop strategies that are directed at the elimination of crime generators and lead the process of community mobilization against crime, the communities on the other hand are expected to uphold and instil the morals, religious values and those of “Ubuntu” to the young generations and to their neighbours (section 4.6.1.2.2). The researcher concludes that one of the most important and practical steps, needed to be taken by Madadeni residents when it comes to crime, is to view themselves as part of the solution, in other words, they must become problem-solvers.

### **6.3.2.3. Conclusions in relation to the crime prevention functions at Madadeni**

The major dysfunctions at the station in ensuring effective crime prevention operations are: poor planning resulting from random patrols that are seasonal and predictable, lack of command and control capability, and uninformed operations, because of a lack of analysis of crime threats and patterns of the station area (section 4.5). The members on duty are allowed to drive anywhere and ignore the crime threats and crime patterns in the area (section 4.6.1). Notably is the absence of weekly and monthly plans that are aligned to the assertion by residents that directed patrols are not a priority at Madadeni (section 4.6.1.1).

It also transpired that the shebeens are tacitly allowed the latitude to illegally prevail and operate in the area, while taverns on the other hand are allowed to operate contrary to the operating conditions imposed by their licences. The allowance of this situation leads to corrupt activities by some members (section 4.6.1.2.2). Various actions can be undertaken by the police to ensure a safe environment, the most common ones would be, directed patrols, decoy operations, sting operations, and stakeout operations.

#### **6.3.2.4. Conclusions in relation to crime prevention through partnership policing at Madadeni**

The mobilisation of communities and their increased participation in the fight against crime could form a hard core to launch any type of intervention by the police to enhance various other facets of policing. These interventions could include: improving sound working relations, networking, intelligence-led policing, neighbourhood watch, Business against Crime (BAC) and cooperation between the police and private security companies (sections 4.7.7.1 – 4.7.7.6).

The successful introduction of community policing at Madadeni police station precinct would pave the way for the introduction of intelligence led policing, community oriented policing, problem oriented policing and community driven sector policing. The best avenues to interact with communities are in families, churches, schools; businesses, public institutions, non governmental, social clubs, etc. Education has been undermined in these above-mentioned social groups, and people, especially the youth, needs to be empowered so that they can take up their role in establishing and creating a safe and secure environment in conjunction and in cooperation with the police (sections 4.7.1 - 4.7.3; 5.6.3 & Table 5.4).

The “exclusionary principle”, applied to Madadeni partnership policing, where there is not a real working and active partnership between the communities of Madadeni and the police, has resulted in a failure to establish viable structures and effective systems to address the crime situation. Compromised initiatives include:

- (a) The successful mobilization of communities against crime,
- (b) The establishment of viable neighbourhood Watches,
- (c) The establishment of intelligence-led policing, and
- (d) The establishment of business forum, Public institutions forum, and any other “problem-specific-structure” against crime.

#### **6.3.2.5 Conclusions in relation to cooperative governance at Madadeni**

It has become evident that the lack of coordination, communication and interaction amongst government departments allows space for corruption. Municipalities have a critical role to play in any locality. Their participation in joint cooperation partnerships like the Community Policing Forum (CPF), enhances an understanding of the challenges that are facing the community or any other government department.

With regard to the chain of events between the Department of Home Affairs and the Department of Health, in relation to the “Road to Life cards”, this scam could be prevented by enhancing communication between the departments and engagement of Madadeni police. The total stoppage of the practise could save the tax payers millions of rands through the fraudulent claims of grants (*imali yeqolo*) for non existing children (*izipoki*) from the Department of Social Welfare and Population Development. The researcher further concluded that the municipalities could also unpack their prioritized items to all role players. The urgent needs that affect society

by contributing directly or indirectly to crime could be discussed and prioritized by each role player.

#### **6.3.2.6 Conclusions in relation to the functioning of Community Service Centre**

The researcher concluded that the alleged discourteous treatment of clients (complainants / visitors) by some members in the Community Service Centre was not in the interest of the station and the department. It deterred communities from the services that they were entitled to receive, bred enmity between the community and the police, it discouraged communities from reporting incidents of crime, and it was also a recipe for vigilantism. The researcher further concluded that the alleged behaviours and treatment in the Community Service Centre (CSC) indicated the breakdown of discipline and the eroded sense of command and control at Madadeni police station.

The researcher concludes that the deficiencies that have been highlighted by the residents provide opportunities for suspects of crime to escape justice. The trend and practice of the Crime Office at Madadeni to decide whether or not to register a case by the CSC personnel, is perceived as negative by community members, and it encourage crime amongst communities. By deciding which cases to open or not, police members are allowed to violate the rights of victims by “choosing” to register cases against those, who they (the police) believe have committed a crime.

The alleged police practices directly encourage crime because the complainants are likely to resort to revenge and totally ignore the reporting of crime. These alleged tendencies affect the image and erode trust and confidence in the police, it encourage criminality in the area and negatively affect the reporting of crime. The existing

arrangement is that all former white police stations (Newcastle, Normandien, Charlestown, Ingogo and Utrecht) are connected to the Newcastle Radio Control, while the black police stations (Madadeni & Osizweni) still remain / stand / operate alone (Madadeni and Osizweni), because all police operations are controlled through the Community Service Center (CSC), which is open for manipulation.

The prosecutors are prevented from executing their Constitutional mandate owing to the police's poor quality of statement taking and the quality of investigations that affect the working relations between them (section 4.10.4.2). The researcher has also established that the accessibility of the police station poses a great burden on some respondents and negatively affects the consistent reporting of crime (section 4.9.1).

The researcher has further assessed that, despite the good intentions of the statement taking project, it cannot completely solve the risks, posed by the poor quality of statement-writing by the police. The factors that contribute to this existing situation are multi-faceted. Amongst others are: language proficiency is not tested during recruitment in the police, the fluid education system has an influence on the quality of educational outputs (communication, counting and reading), and the quality of teachers also contribute to the situation.

Education challenges after 1976, for example "the one pass, pass all principle", and slogans like, "liberation now, education later", all contribute to poor quality statement writing by the police. The use of English and Afrikaans, instead of isiZulu, is also another hurdle to cross by black members in the work place. As a result of some of

these above-mentioned challenges, existing projects to improve the quality of statement-taking at the police station, are not perceived as very effective.

The researcher is of the view that the station commissioner is responsible to ensure that the CSC personnel continue to be relevant to the needs of the people by meeting and exceeding their expectations. In order for the CSC to live up to the current challenges of service delivery, its personnel have to be subjected to the principles of a “learning organization”, and each member should accept the responsibility of being a “driver of change”, that is, to accept the challenge and try to indeed change the present poor service deliveries to the residents of Madadeni.

#### **6.3.2.7 Conclusions in relation to the functioning of the Crime Investigation Unit (Detective Unit)**

In the “undetected category”, some cases are closed without any investigation being done, for example, where there is only a statement of the complainant in the docket. In some instances cases are closed while the name of the suspect is mentioned in the statement and no effort is made by the police to arrest him / her (section 4.6.3). Some members encourage complainants to withdraw cases and negotiate with the suspect for compensation because they are acquaintances or friends of the suspect/s.

It has also been established that a practice has developed at Madadeni where, after a complainant has decided to freely withdraw a case against the complainant or has been persuaded to do so by the investigator, a sum of money is demanded from the suspect as compensation to the investigator (section 4.6.3). In relation to the “undetected cases”, the justification to close cases is that no direct mention is made of the suspect’s name in the commission of the particular crime. This is also viewed by

some of the respondents as a source of “fraudulent revenue / income” for investigators.

#### **6.3.2.8 Conclusions in relation to corruption amongst the Madadeni police**

The researcher concluded that the types of corrupt activities, alleged to be taking place at Madadeni, result from three main angles. These are that:

- (a) Members capitalize on the lack of sound communication between the police and the community,
- (b) The management neglect the inspection and follow-up of activities and functions carried out at the station, and
- (c) There is lack of sound management knowledge and a non-implementation of departmental policies on the part of commanders/ managers.

### **6.4. FUTURE RECOMMENDATIONS OF THE STUDY**

#### **6.4.1. Recommendation 1: In relation to poor service delivery and unprofessionalism at the Madadeni police station**

To change lifestyles and behaviour requires multiple approaches, including formal and informal training of personnel in the institution. To break the cycle of routine and insensitivity (“recklessness”) in rendering services to clients, it is critical to embark on a continuous in-house based developmental programme for Madadeni police station.

There is a need for the police to hear and respond to the concerns of the communities about the current approaches to the policing of the area. In order to address the current operational deficiencies at Madadeni in the crime prevention, community service centre and the detective services, there is a need to improve the level of performance

of officers and members at Madadeni. On the basis of the findings and conclusions made in sections 6.3.1 and 6.3.2, the researcher recommends:

#### **6.4.1.1. Management Development Programme**

The introduction of an in-house-management long developmental programme would empower the officers and other commanders in the station's operational environments. The development programme could be outsourced to a credible institution of higher learning for design, development and presentation according to the needs of the clients.

The programme could be presented in block format in order to allow space for the incumbents not to be away from work. The areas of focus could include:

- (a) The value of leadership in the institution
- (b) The application of management functions in the manager's daily activities and the relationship of management functions with other management disciplines (project management, performance management, human resources management and performance management),
- (c) Understanding the roles and responsibilities of a manager in an office / section or division
- (d) Understanding the value and import of institutional policies.

#### **6.4.1.2. Operational Skills Development**

The respondents highlighted that they have experienced, and continue to experience high levels of crime, poor service delivery and "shabby" treatment from the police at Madadeni. As a result there is a need to present a developmental intervention specifically designed for operational members, for example, crime prevention,

community service centre and detective service members. The programme could focus on facets or modules such as:

- (a) Customer care module,
- (b) The community policing concept,
- (c) Crime prevention commander's module
- (d) The duties of an investigator and the relationship with other role players
- (e) Crime analysis and interpretation
- (f) Management practice and departmental policies

#### **6.4.1.3. Evaluation and monitoring**

Since the training programmes would have been conducted in the work place, it could be crucial to allocate mentors to guide and assist the trainees during the training period and beyond. The training process should also be subject to evaluation and monitoring to determine if the trainees are coping with the programme and should also apply what they have learnt in the work environment.

#### **6.4.2. Recommendation 2: In relation to crime prevention functions at Madadeni**

The residents indicated that there is total lack of crime prevention activities at Madadeni. This action by the police is viewed by the residents as a contributor to criminal tendencies in the area. On the basis of the findings and conclusions made in section 6.3.3 there is a need to review the current approaches, identification of "hot spots", deployment of resources, command and control of members and the evaluation of deployments' effectiveness. In order to improve the crime prevention operations at Madadeni, the researcher recommends the following:

### **6.4.2.1. Proactive policing**

#### **(a) Directed patrols – foot and vehicle patrols at Madadeni**

The station can greatly improve its visibility if it directs its deployments at identified hot spots to conduct foot and vehicle patrols, and be more “aggressive / demanding” at stop and searches. Patrols in the station area must be informed by Crime Threats and Crime Pattern Analysis (CTA and CPA) Reports in order to exert the energy and focus where it is required most. The police can only obtain community support if the community is satisfied that they are doing what they are supposed to do.

During patrols (foot and vehicle) especially at shopping centres and residential areas, the police must develop “a culture to talk” to members of the community and develop friendship with them. This is the way they (police) can obtain information on crime and criminality. Friendliness towards the community (all sections of society) is an investment towards police success.

#### **(b) Broken window’s syndrome and sweep operations at Madadeni**

The police can also network with a number of people during their tour of work. This includes private security officers, car guards, taxi people, hawkers and many more. These are people who can brief the police on criminal elements in the area. Crime starts in small activities which can be viewed by some as delinquency and as a result they wrongly will ignore it. The police will make the greatest impact in the eyes of the community if they can act swiftly, irrespective of the type of crime. The conducting of sweep operations (Afrikaans “vee operasies”) in places that are frequented by the youth and where there is an abundance of liquor, can restore trust and confidence in the police at Madadeni.

**(c) Intelligence led policing at Madadeni**

Where the police have penetrated the hearts and minds of the public with their actions and behaviour, information on crimes (to be committed or already committed) will flow through the intelligence structures and through individual community members. Trust building between the police and community members can improve the prevention of crime and the detection of crimes already committed. To detect crime, the majority of crimes is dependent on information coming from the community. This information can only be accessed if police members are really in touch with the community and have knowledge about those who are in:

- (a) Possession of unlicensed firearms and ammunition
- (b) Possession of suspected stolen property
- (c) Possession of / dealing in drugs

**(d) Dedicated internet facility with Short Message System (SMS) programme**

To enhance its intelligence capacity the police can establish and dedicate a computer system that is equipped with internet facility. The computer can be programmed to receive and transmit short messages (sms) from the members of the community about crime and suspicious situations. The programme should be able to generate a reference number for each message received, and in acknowledging the message, the reference number shall automatically be relayed to the sender.

The community service centre commander shall, after attending to the complaint or report, provide feedback to the sender of such message. The system should be developed in a manner that will cluster all messages forwarded by the same cell phone number and the responses to the messages. This will greatly enhance community-police trust and partnerships.

#### **(e) Performance based policing and command and control**

The police will not succeed in their work unless each member and team is subject to evaluation and monitoring after their shifts to determine his /her or their effectiveness in terms of quantitative (output) and qualitative assessment (outcomes). This recommended policing criterion cannot be attained or even be attempted without sound management systems and management competences (section 6.4.1; Recommendation 1).

#### **6.4.2.2. Law enforcement functions**

On the basis of the findings and conclusions made in section 6.3.3, there is a need to review the current police approaches towards the enforcement of the Liquor Act, 1989 in relation to shebeens and licensed liquor traders. The intended review could be aimed at improving sound life styles and encourage responsible drinking at Madadeni. The researcher presented two approaches that are recommended for the improvement of the liquor industry at Madadeni.

##### **6.4.2.2.1. Project approach on enforcement**

Working in partnership with the National Prosecuting Authority at Madadeni Magistrate Court, the police necessitates the adoption of a two year Project Approach with the aim of enforcing, monitoring and reinventing the culture of compliance. The project team could comprise of specialists from different government departments and social institutions; for example:

- (a) The police (visible policing and detectives) to deal with the contraventions of the Liquor Act and investigations,
- (b) The social workers to describe the impact of liquor to social lives and specifically the youth,
- (c) Professional nurses to provide statistics of injured people admitted

at Madadeni hospital and clinics under the influence of liquor and estimated medical costs incurred,

- (d) The representatives from the Madadeni Ministers of Religion Fraternity to elaborate and to unpack the impact of liquor abuse upon families and the church, and to mobilise members against abuses
- (e) Prosecutors to guide the investigation and investigate the possibility of the asset forfeiture of illegal proceeds,
- (f) Kwa Zulu Natal Liquor Board representatives to explain the delays in the issue of licenses, and to monitor new applications and applicants who have been found guilty of contraventions of the Act.

#### **6.4.2.2.2. Long term solution to the organization of the Liquor Industry at Madadeni**

Most respondents view shebeens as major crime generators and “nests of social decay.” In addressing the challenge as concluded in section 6.3.3 the researcher recommends that the project team (recommended in 6.4.2.2.1) during its tenure organizes and works closely with the legal liquor traders with the view of establishing an Association of Madadeni Liquor Traders. The Association’s main goals could be to promote professionalism, introduce business ethics and facilitate entrance into the industry. The association could be called the Madadeni Professional Liquor Traders’ Association (MPLTA). Amongst others the MPLTA could ensure that:

- (a) Its members comply with the Kwa Zulu Liquor Act 27 of 1989, and any other law,
- (b) Its members adhere to the conditions imposed in their licenses relating to the trading hour, age restrictions, on-consumption or off-consumption categories,
- (c) A Code of Conduct for MPLTA is developed and adhered to by all,

- (d) The new applicants are assisted with procedures followed during the application process,
- (e) Individually and as an umbrella body (MPLTA) to prevent any crime committed in their premises,
- (f) Form a subcommittee to participate in the Madadeni Business Forum.

### **6.4.3. Recommendation 3: In relation to crime prevention through partnership policing at Madadeni**

The residents have indicated that there is no meaningful interaction between the police and the communities. Some of the resentment expressed by residents about the behaviour of the police, emanates from the alienation that exists between the two critical groups. Other than the police, more should be done by local communities, politicians, public institutions, societal institutions and youth formations in reaching out and engaging with the broad community on issues of criminality and safety. In view of the findings and conclusions made in section 6.3.4 the researcher recommends that:

#### **6.4.3.1. In relation to community policing at Madadeni**

Much effort still has to be directed at the mobilisation and empowerment of communities at the level of family, church, school, youth organisations, public institutions, business, community based organisations and social clubs. Community policing forms a foundation for the introduction and implementation of various policing strategies within communities.

##### **6.4.3.1.1. Ambassadors of peace**

As the old saying goes, ‘the community are the police and the police are the community’’, it is critical therefore to persuade Madadeni police to become fulltime

ambassadors of the police department (government) with regard to crime and safety matters in their neighbourhoods.

In order to ensure success of the ambassador tasking each member should be subjected to development on community policing, sound understanding of police work, transformational policies, etcetera. The empowerment will ensure that every police member, irrespective of rank, is engaged in educating communities about policing, for example, what does the police do, what role can the communities play, the role of business, how partnerships can be formed, etc., in the fight against crime.

#### **6.4.3.1.2. Focus areas**

The programme should be rolled out in phases with packaged information that is shared with communities in various centres and locations, record all enquiries, investigate and provide answers to clients. This approach should be initiated through engaging the police members to visit all amenities where there are people and present the need to cooperate as a community. A detailed programme to reach out should be developed and members need to be assigned to specific tasks according to their active involvement in different activities. The first part of the reach out programme would target:

- (a) One's family and neighbourhood,
- (b) One's church and school (in one's neighbourhood),
- (c) Businesses in one's neighbourhood, and
- (d) Other public institutions in one's neighbourhood.

The successful interaction with the communities could lead to the formation of neighbourhood-watches, sector policing and meaningful participation in the Community Police Forum (CPF) of the station

#### **6.4.3.2. In relation the mobilization of businesses against crime at Madadeni**

Business residents have expressed dissatisfaction with regard to the cooperation that exists between them and Madadeni police. They believe that much more can be done to improve the working relationships and enhance the effectiveness of policing in the area. On the bases of the findings and conclusions made in section 6.3.4d, there is a need to develop programmes and structures that would encourage more effective engagement of the business fraternity and the police. Evidence was adduced that business people are willing to cooperate with the police at more formal levels but the police are still unprepared to do so. In order to remedy this situation and level the playing field the researcher recommends the:

##### **6.4.3.2.1. Establishment of the Madadeni Business Forum**

Ithala Finance Development Cooperation (IFDC) (known as Ithala) is responsible for the Madadeni Industrial Estate development, Madadeni shopping complex (Checkers Centre), the letting of business and office space at the Centre. The manager of Ithala being responsible for the major business establishments at Madadeni could, together with the police, work towards the establishment of the Madadeni Business Forum (MBF), and through the office of the Centre Manager mobilize all other sole traders and other forms of traders in the area to participate in the structure.

The Forum would include all formal businesses in Madadeni, ranging from retail, private security companies, manufacturing, distribution and transport. The main aims

of the MBF would be to evaluate the impact of crime to businesses and economic growth in the area, to promote communication between businesses and the police, and, in partnership with the police, develop strategies to minimise the impact of crime.

**6.4.3.2.2. In relation to police partnership with private security companies at Madadeni**

The formal businesses at Madadeni have engaged the services of Private security companies to protect their interests and customers. On the basis of the findings and conclusions made in section 6.3.4 in this regard the researcher recommends that:

- (a) Formal partnership be established between the police and managers of private security companies that are operating at Madadeni. Outside the Madadeni Business Forum (MBF) this security structure should address matters of security in the area and also use the platform to share any crime information or threats and trends identified. It should amongst others: develop a Standard Operational Procedure (SOP) that will govern operations between the police and credible security companies. The criteria should be private security companies that are compliant with Private Security Industry and Regulatory Authority (PSIRA) requirements and any other South African laws, operating within the Madadeni policing precinct. The working relationship between the police and security companies will widen the security net in the business centres, public institutions and private homes.
  
- (b) Cooperation agreements entered into between Madadeni police and each of the registered and accredited security companies should include Sukuma Security Services, Kwa Zulu Natal Security Services, Imbube Security

Services and Fidelity security Services) that are currently operating at Madadeni.

The station commander at Madadeni police station should invite the managers of the security services with whom agreements have been entered into, to participate in the Station Crime Combating Forum (SCCF), at least once a month. Operational information should be communicated and shared on an on-going basis and in scheduled meetings amongst the operational commander at least bi-weekly. To facilitate communication amongst the different role players, regarding suspicious people or incidents, communication strategies and facilities should be established.

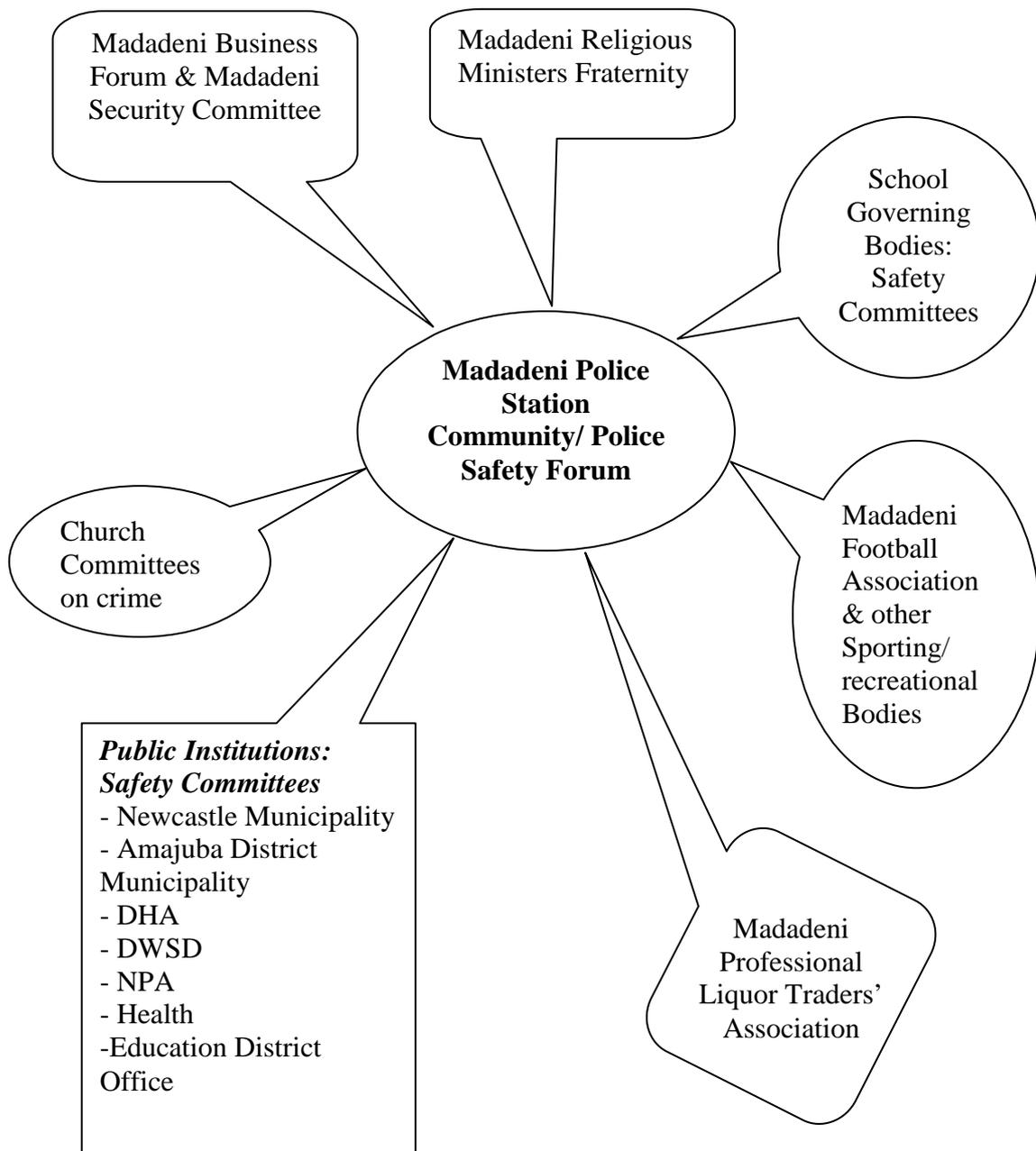
The SOP should include: (a) Recognition of corporate identity, (b) Sharing a common vision, (c) Operational autonomy, (d) Respect for the law, (e) Upholding of corporate values and Ethics, (f) Respect of individual, (g) Communication procedures, and (h) Sharing of information.

#### **6.4.3.2.3. In relation to the Community /Police Safety Forum at Madadeni**

The station commander is by virtue of appointment required to establish a Community Police Forum in his/ her station area. The majority of the respondents indicated that they do not know of any CPF /Sector policing structures and initiatives at Madadeni. On the basis of the findings and conclusions made in section 6.3.4, there is a need to establish a viable consultative forum for the community to promote ongoing consultation with all communities on policing matters.

This should follow the model recommended in section 6.4.4.1, to reach out and to amalgamate action-players so that all these actions can result into the establishment of an all-inclusive structure (presented in Figure 6.1).

**Figure 6.1: A recommended Community/ Police Mobilization Model for Madadeni**



**Community Mobilization Model (B.O Maseko, 2010)**

#### **Interpretation of the community/ police mobilization model:**

The model recommended for Madadeni encapsulates all the sectors of society that are prioritized for mobilization in the interest of safety and security. The model involves various sections of the community and proposed structures that could be established towards enhancing community and business safety. The police station occupies a central, but more of a coordination / facilitator's role.

#### **6.4.4. Recommendation 4: In relation to cooperative governance at Madadeni**

The respondents indicated that despite the existence of the requirement for cooperation and partnering amongst government departments as espoused in the White Paper on Safety and Security 1998, there is still no cooperation at Madadeni. On the basis of the findings and conclusions made in section 6.3.5, there is a need for all public institutions to provide and deliver services effectively on a broad range of issues, including safety matters. In order to improve cooperation and enhance service delivery amongst the institutions, the researcher recommends the following:

##### **6.4.4.1. In relation to the participation of Municipalities in social crime prevention programmes at Madadeni**

The Mayors of the two Municipalities (Newcastle and Amajuba) must be invited to an all inclusive Station Community / Police Safety Forum (cf Figure 6.1). The meeting should also highlight the void created by the non participation of the municipalities and the identified gaps should be indicated to them and obtain the commitment of their institutions in terms of the Constitutional Mandates.

##### **6.4.4.2. In relation to the Government departments at Madadeni**

In order to eliminate corruption that is identified amongst the three government Departments of Health, Home Affairs and of Social Welfare and Population

Development, special measures must be introduced. These should include: the linking of computer systems between the Department of Health (Madadeni Hospitals & clinics) and the Department of Home Affairs, in order ensure that each “Road to Life Card” is verified on submission by the applicant, and if found to be fraudulent, the document and the applicant should be handed over to the police for further investigation and arrest. This practice will save the government (tax payers) millions of rand for children grants which are fraudulently received.

#### **6.4.5. Recommendation 5: In relation to the functioning of the Community Service Centre (CSC) at Madadeni**

The Community Service Centre (CSC) has its share of deficiencies that have been outlined by the respondents during the conversations, namely ill-treatment of clients, arrogance, poor quality of statements, and misuse of state vehicles, etcetera. The researcher has therefore identified the gaps that are associated to either inadequacy of development, or pure neglect of duty. These gaps have been addressed in section 6.4.1: Recommendation 1. The researcher also established through interaction with the residents that the location of the police station poses a challenge for the residents in accessing it.

##### **6.4.5.1. In relation to the accessibility of Madadeni police station**

The Batho Pele principles prescribe that public service must be accessible (section 4.2). Section 195 of the Constitution (1996: 107) also directs that public services must be provided impartially, fairly, equitably and without bias; resources must be used in an efficient, economic and effective manner. In view of the findings and conclusions made in section 6.3.6 it is apparent that communities are not enjoying their Constitutional right in terms of the accessibility of the police station and ultimately

access to police services. At times they are forced by circumstances beyond their control not to report crime. In order to address the question of accessibility of the police station, the researcher recommends that:

- (a) Since the National ratio is 1:400 (one police official is to four hundred community members) the National Police Plan 2010 to 2014 should be used at Madadeni and decentralise police services through the establishment of two additional police stations. The ideal locations are Stafford Farm (Section 7) and the Central Business District (CBD) of Madadeni. In the former location the police station site is already demarcated, while in the latter the government building is available and has been unused since 1998 on the closure of a Reporting Point that has been established by the researcher. The recommended locations would improve accessibility to the police service and ensure that police presence in neglected but congested rural areas is improved. This will improve working relations and develop partnership policing.

In 1996 two Satellite police stations were established at Madadeni. These were at the CBD and Section 6 (KFC premises), and the facilities proved to be effective and it has improved accessibility to the police. The number of reported cases increased between 1996 and 1998 from 250 to about 430 (41 %), with a vehicle allocated to each Satellite to attend to complaints and incidents of crime (section 4.7.7.1).

#### **6.4.5.2. In relation to the treatment of clients / improvement of the image of the community service centre and police efficiency at Madadeni police station**

The residents have expressed concerns on the functioning, image and efficiency of police members in the community service centre. To permanently promote a customer

care ethos, the quality of statements written at the community service centre during case registration and affidavits must be improved through adequately trained personnel officers that also must be deployed therein. To make sense of the 1995 transformation which managed to change the “Charge Office“ name to “Community Service Centre”, it is crucial to change the composition and design of the Charge Office with people, specifically recruited for the demands and requirements of the current CSC. As the community service centre is so highly placed in displaying the correct image of the police service, the calibre of personnel deployed therein must meet and exceed customer expectations.

On the basis of the findings and conclusions made in section 6.3.6 there is a need to review the overall recruitment and training programmes in relation to communicating and interacting with communities. In order to address the anomaly and the mismatch of skills and competences, the researcher recommends the following:

#### **6.4.5.2.1. Job specific recruitment**

The recruitment policy of the SAPS must be revised to allow specific recruitment for the CSC personnel, where the applicants’ proficiency in the official languages (isi-Zulu and English), in relation to Madadeni, is in addition to other qualifications criteria, tested. The community service centre should be restructured into a professional civilian managed “front desk”. The qualification requirements for the CSC personnel must include that the applicants should rate well in at least two official languages, namely Isizulu, English (read, write and speak) and also possess some legal qualifications / background and computer literacy skills.

The main goal is to ensure that proper statements, specifying the type of crime with its elements, and the circumstances surrounding the incident, are accurately articulated to facilitate investigation and prosecution. The statement of the complainant should be typed, and a copy of such statement must be handed to the complainant before departing the CSC.

#### **6.4.5.2.2. Training and development**

The incumbents to the newly created posts should be trained on the internal processes, systems and procedures relating to the CSC operations, for example, the Crime Administration Systems (CAS), Business Intelligence Systems (BIS), Firearms and Vehicle Enquiries, Exhibit Registration, Registers and other books used in the CSC. Where specific levels of incumbents are required in terms of rank levels such should be covered by appointment to equivalent levels through applicable legislation.

#### **6.4.5.2.3. Help Desk / Enquiries Desk**

The community service centre should be redefined to incorporate within its functions and services a " Help Desk counter " which are designed to direct people to specific service points and other relevant government departments. This service will not only improve service delivery by eliminating long queues by the clients, but will also build confidence in the police service and establish working relationships with other government departments.

#### **6.4.5.2.4. Practical implications of transforming the CSC**

Practically this recommendation means that at least 20 civilian employees must be employed to replace an equal number of functional members. At least four members who are currently employed in the community service centre must be redirected to monitor the detention facilities (police cells), the escorting of arrested persons to, and

from the detention facilities, and to, or from court, and they must also further investigations and also ensure the safety of the CSC.

The recommendation makes both operational and economic sense, in that currently qualified people (but unemployed) will be employed to infuse new approaches to the CSC, and the current shortages of members and lack of visibility will also be addressed. The advantages attached to this recommendation are that members (5 per shift x 4 = 20) will be released to active police work to prevent and combat crime. Through this the image of the police service shall be enhanced and professionalism attained.

#### **6.4.5.3. In relation to the attendance of complaints and behaviour at crime scenes at Madadeni**

The respondents indicated that the attendance of complaints at Madadeni is still a challenge. This process needs an intervention to change the status of self regulation by Madadeni CSC. On the basis of the findings and conclusions made in 6.3.6 the researcher recommends the following:

##### **6.4.5.3.1. Establishment of a single Radio Control**

The Newcastle Cluster Commander should upgrade the Newcastle Radio Control to link all police stations within the cluster, including Madadeni. This linkage will ensure that proper control and monitoring of complaints and crime scene attendance is done with communication done through the Radio Control. This will enhance response time and will guarantee greater client / customer satisfaction.

The linking of police stations to a single Radio Control will enhance the reporting of crime and also ensure that reported complaints are attended to immediately and

records of the members assigned to attend, are kept, thereby facilitate an internal investigation process if a complaint or non attendance or unprofessionalism is reported or is received.

#### **6.4.6 Recommendation 6: In relation to the functioning of the Crime Investigation Unit (Detective Services) at Madadeni**

The respondents have indicated that the investigators at Madadeni are not providing feedback to complainants regarding the status of the investigation of cases. This situation is expressed in various ways and extent. On the basis of the findings and conclusions made in section 6.3.7 there is a need to address the issues of failure to provide feedback to the clients.

In order to improve the situation the researcher has looked at all service delivery related weaknesses that are viewed as developmental deficiencies, and recommends that there be management development and operational skills development (cf section 6.4.1: Recommendation 1). In order to eradicate the practice the researcher further recommends the following:

##### **6.4.6.1. In relation to the interaction between the police investigators and the complainant at Madadeni**

With regard to the provision of feedback to complainants, commanders must ensure that investigators make it part of their life-style to maintain a close and cordial relationship with the complainants in order to facilitate the sharing of information on the committed crime and possible suspects. Sound relationships will also enhance understanding on the part of the complainant, even if the case cannot be solved, but all attempts have been made to solve it. Investigators need to be continuously reminded

that they are in the business of “service” and that it is prudent for them to provide feedback to the client, and also to do follow-ups to the satisfaction of the client.

#### **6.4.6.2. With regard to the withdrawal of case dockets before court**

The closing of case dockets is viewed by some members as a source of income and derive joy in the plight of the complainants. As a step towards curbing the closing of cases prior to court, with every case docket where the complainant has decided to withdraw a case, irrespective of the reason, a statement for the withdrawal must be obtained by the commissioned officer, the complainant must be interviewed, and properly recording reasons to justify the withdrawal, must be provided.

#### **6.4.6.3. In relation to the working relations between the Police investigators and the prosecutors at Madadeni**

The criminal justice system is a coordinated function that is performed by different departments (Justice, Police and Correctional Services). The sound working relationship amongst the said departments is not optional but is a necessity for the effectiveness of the criminal justice system and in guaranteeing the safety and security of citizens. In order to ensure an effective working relationship within the departments the researcher recommends the following:

#### **6.4.6.4. Development of a Standard Operational Order (SOP) for Madadeni**

A joint working session between the police investigators and the prosecutors should be held to explain the Siamese twin’s relationship that exists amongst these departments. The officials need to understand that the activities of their departments are not stand-alone activities and cannot be finalised by individual departments. Instead, one department’s outputs become another one’s inputs. A Standard Operational Procedure (SOP) should be developed that will guide the role payers in their non

statutory regulated matters. It should be signed by the operational officials in the police (Station Commander and Branch Commander - detectives), the prosecutors (Control Prosecutor and Senior Prosecutor) and countersigned by the Cluster Commander (SAPS) and the Chief Prosecutor (National Prosecuting Authority).

The SOP shall include amongst others; concepts such as:

- (a) The establishment of the rule of law
- (b) Providing guidance / Instructions to police investigators
- (c) Fully explain the impact of the psychological traits of the police and prosecutors,
- (d) Fully address the conflicting views about the roles in the disposition of the cases
- (e) The development of a shared goal approach
- (f) The infusion of objectivity in their operations
- (g) The establishment and maintenance of communication lines (meetings close liaison, consultation)
- (h) Legislative framework governing the departments.

#### **6.4.7. Recommendation 7: In relation to corruption**

The police are faced with a risk of corruption that is alleged amongst its ranks. The police service is entrusted with the responsibility to ensure that law is maintained in order to allow good governance tenets to flourish. Corruption amongst the ranks of the police therefore poses a great threat to the country. On the basis of the findings and conclusions made in section 6.3.8, there is a need to develop commanders to be able to detect these corrupt tendencies at the early stages of development. In order to empower commanders and members the researcher recommends developmental programmes in various fields (section 6.4.1: Recommendation 1).

The researcher further recommends that; commanders need to reclaim their jobs and perform according to departmental expectation in terms of their appointments. The job specific training and development of commanders is critical to ensure proper monitoring and evaluation of processes within the units / components.

Some activities take place because commanders are in cahoots with members and, or, are obligated to them for their own corrupt practices, for example, authorising the use of a state vehicle after hours for purely private matters in order to appease or to compensate the member, to inspect registers haphazardly and to ignore critical information, and to control documents or reports.

#### **6.4.8. AREAS OF FURTHER RESEARCH**

This research is viewed as a pioneering study in respect of the establishment of perceptions on the police and policing at Madadeni by the residents of Madadeni. As a matter of fact, the first study has a limited scope to cover and is capable only to unearth some aspects of the prevailing situation. The researcher therefore recommends further research on the following areas in respect of Madadeni police station:

- (a) The impact of police transformation at Madadeni police station
- (b) Performance based policing at Madadeni police station
- (c) The future role of the Newcastle Municipality in Madadeni's social crime prevention programmes

## **6.4.9. CONCLUSIONS**

This thesis is made up of six specific aims that are designed to realise the main aim, which was, to discuss the perceptions of residents about the Madadeni police and policing in a post apartheid era (after 1994).

### **6.4.9.1. Aim One**

*This aim was formulated as: General orientation, and a brief overview of the origin and development of Madadeni Township and Madadeni police station (section 1.6 in chapter 1)*

This chapter briefly discussed the origin and development of Madadeni Township, which was originally known as Duckponds. The establishment of Madadeni was the outcome and fulfilment of the apartheid policies to separate people according to their race. This approach was dictated to by the various legislations of the time (Figure 1.1). The establishment of Madadeni police station on the other hand was driven by the security needs of a growing township, which could no longer be provided by the Newcastle police station. Madadeni Township has grown since 1958 to 2010 under different administrations, for example, the Department of Native Affairs Administration and Bantu Affairs Administration. During the 1970s the township fell under the KwaZulu Government Department of Interior (cf section 1.8), and after 1996 it has amalgamated with the Newcastle Municipality.

On the policing front Madadeni has also gone through various systems of policing, for example, it was established by the SAP in 1968, it became part of the KwaZulu Police in 1980 to 1994, and after 1994 it was part of the amalgamation of police forces that became known in 1995 as the South African Police Service (SAPS). Policing at

Madadeni has always been faced with challenges of parallel planning, which made it difficult to balance the development with policing needs (capacity and capability of the police). The police at Madadeni have also undergone various stages of development between 1995 and 2010, for example, amalgamation, transformation and the restructuring processes.

All these processes were undertaken under the guise of service delivery improvement, in other words, to improve the effectiveness of the police service. The growth of Madadeni between 1970 and 2010 has created policing challenges in terms of the accessibility of the police station at its current location (section 1.1.8), the development of economic activities in the area (section 1.25) and the general increase of crime incidents in the area.

#### **6.4.9.2. Aim Two**

*This aim was formulated as: The discuss the research methodology used in this study (section 1.6 & chapter 2)*

The researcher decided to conduct this study because there has never been any qualitative (and pragmatically driven) study to discuss and present the perceptions of residents about the police and policing at Madadeni during a post apartheid era (after 1994). The researcher opted to use the qualitative approach because he wanted to gather data from the respondents ranging from: interviews, opinions, stories, observations, beliefs, their understanding, and what they do or do not do to enhance their safety at Madadeni. The researcher was also of the view that speaking to people was one of the best ways that would allow him to understand how the respondents understand their world and life (Ras 2006: 442).

The qualitative data gathering techniques that were used in this study included; personal conversations / interviews (section 2.8.1 & 2.8.2), telephone conversations (section 2.8.3), analysis of specific documents / reviews of literature (section 2.8.4), used field notes, brochures and photos (section 2.8.5).

The rationale for this study was to describe how the residents of Madadeni perceive the police and policing at Madadeni after 1994 (section 2.4). In this thesis the researcher also described his personal involvement in the study and in police work (section 2.13). The value of this study has been outlined in section 2.14. Besides the fact that the thesis is rich in qualitative information that can be used by the police at Madadeni to improve local policing and to better understand their clients, the researcher will also make recommendations to the Provincial Commissioner of KwaZulu Natal, National Commissioner, Government departments based at Madadeni, Non-Governmental Organisations (NGO) and Community Based Organisations (CBO). Throughout the research process the researcher has committed himself to honour the anonymity and confidentiality of all the respondents who requested him to keep them anonymous (section 2.15).

#### **6.4.9.3. Aim Three**

*This aim was formulated as: the evaluation of Madadeni police station viewed from 1968 to 2010 with specific reference to the period after 1994 (post apartheid era) (Section 1.6 & chapter 3)*

This chapter outlined the route of the police in Madadeni since its establishment by the SAP in 1968 to 1979, its existence under the KwaZulu Police from 1980 to 1994 and after the amalgamation process and the birth of the SAPS in 1995.

Since 2009 October the new administration under the National Commissioner, B.H Cele reverted to the old military ranks and designations under the pretext of resuscitating discipline in the police service (Tables 3.5 and 3.6). The chapter also presented the earlier systems of operations, for example – manual vs. automated operations. The researcher also presented the design / organisation chart of the station in accordance with the new arrangement, current resources and components (section 3.3).

After 1996 the SAPS introduced a plan driven approach to policing (section 3.11.2). This approach was accompanied by various operational concepts imported from a management environment (section 3.5 and 3.1.3) and the crime situation as it prevails (2008/2009) at Madadeni. The crime presentation has also been a central subject in chapter 4 during the evaluation of the effectiveness of the police and policing at Madadeni.

#### **6.4.9.4. Aim Four**

*This aim was formulated as: The evaluation of the effectiveness of the police and policing at Madadeni after 1994 as viewed by the residents (section 1.6 & chapter 4).*

In this chapter the researcher recorded the personal and telephonic conversations and interviews that were conducted with the respondents at Madadeni. The respondents were drawn from all walks of life in order to obtain a balanced view of how the

people perceive policing at Madadeni. The main drivers of the conversations were that the respondents should express their views on the police and policing of Madadeni (sections 4.5 – 4.11).

#### **6.4.9.5. Aim Five**

*This aim was formulated as: The analysis and interpretation of responses of the residents on how they view (“perceive”) the police and policing at Madadeni in post apartheid South Africa (section 1.6 & chapter 5)*

This chapter was developed to record the analysis and interpretation of the responses as provided by the respondents. The chapter interpreted the collective output of what the respondents were highlighting during the interviews and discussions. This chapter made it possible for the researcher to draw the findings, conclusions and make recommendations regarding policing in this area.

#### **6.4.9.6. Aim Six**

*This aim was formulated as: Findings, conclusions and future recommendations regarding the police and policing in this area (section 1.6 & chapter 6).*

The structure of this thesis is made up of six chapters and each chapter is addressing each aim of this study (section 1.4). In this section the researcher summarised the main aspects of the responses that were provided by the respondents during the data collection process. The section presents the findings, conclusions and future recommendations of the study under various subheadings (themes of the study) that were highlighted during the conversations and interviews with the respondents

(sections 4.5 – 4.11). The researcher believes that he has achieved all the aims that were set for this study (section 1.6).

## **6.5. FINAL WORD**

When the police of Madadeni look at themselves through “people’s eyes”, that is, through the eyes of the respondents / residents of Madadeni, then they will see and realize that they have to do self-introspection, improve themselves, and have to commit themselves to be more sensitive to the basic safety needs of residents in their geographical policing area.

More important, they have to commit themselves to improve service deliveries so that a more positive image of the police can be established in the hearts and minds of Madadeni’s residents, especially in the eyes of those who feel they are marginalized and excluded to receive good and sound policing services (like the right to feel safe and secure), as expected in the Constitution of the country.

The researcher hopes that this study will not be in vain, but that the recommendations will be assessed, be implemented at grass roots level, and that the outcomes will lead to a definite reduction in crime at Madadeni, and that residents will again feel safe and secure in their own homes and on the streets. By implementing the results of this study, police will simply do what is right and what is expected from them to do.

In the words of the prophet Micah: “Ukutshelile, muntu, okuhle; uJehova, ufunani kuwe, kungabi ngukwenza ukulunga kuphela nokuthanda umusa, uhambe noNkulun-

kulu wakho ngokuthobeka, na?” (UMika 6:8 – Ibhayibheli Elingwele) / “He has shown you, o man, what is good. And what does the Lord require of you? To act justly and to love mercy and to walk humbly with your God” (Micah 6:8 – New International Version).

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Maseko, B. O. 2009. Personal beliefs of the author in the light of his past knowledge and experiences in the police. He is at present an Area Commissioner of the Empangeni / Richards Bay cluster.

Maseko, B. O. 2010. Remarks of the researcher in the light of his past experiences and the field research that he has done. He is at present a Cluster Commander at Newcastle with the rank of Major-General

Maseko, J. A. N. & Radebe, Z.S. 2009. Personal conversations conducted with Maseko and Radebe on 24 June 2009 about their encounters, experiences and

perceptions with and about the police at Madadeni as victims of crime.

Maseko, G., Mathews, M. & Mchunu, Z. 2009. Personal conversations conducted with Maseko, Mathews and Mchunu on 20 September 2009 about the perceptions of educators on the policing of Madadeni.

Maseko, N. 2009. Personal conversation with Maseko who is a prosecutor working at the Constitutional court in Pretoria

Maseko, R. & Shabalala, E.S. 2008. Personal conversations conducted with Maseko and Shabalala on 10 August 2008, about the forced removals from Charlestown to Duckponds.

Maseko, T. 2008. Telephonic conversation conducted with Maseko on 13 December 2008 about the perceptions of business people at Madadeni. The discussions covered the role of businesses in the fight against crime and partnerships with the police.

Masemola F. S. 2009. Telephonic conversation conducted with Masemola on 20 March 2009 about the composition of visible policing in the KwaZulu-Natal Province, how it relates to policing, as well as issues related to command and control challenges at station level.

Masondo, R. 2008. Personal conversation conducted with Masondo on 2 August 2008 about the impact of forced removals of people from Alcockspruit to

Duckponds. He is a former resident of Alcockspruit, a teacher and a principal at Mbalenhle Primary School at Madadeni. He has retired and is an elder at the Siphumelele Methodist Church at Madadeni.

Masondo, S.H.R. & Pillay, J. 2009. Personal conversations conducted with the Masondo and Pillay on 13 September 2009 about the current role of Public Order Policing in crime prevention at Madadeni.

Masondo, T.A, 2010. Personal conversations held with Masondo on 21 March 2010 about his perspectives on the policing of Madadeni and his experiences of the local police. He is a business person, specializing in the manufacturing and erection of burglar guards in the greater Newcastle area (including Madadeni).

Marumo, Q. 2009. Telephonic conversation conducted with Marumo on 24 March 2009 about the functioning of the community service centre at Madadeni. She was a Shift Commander who had been posted to the Community Service Centre (CSC) for about five years and she also has worked in the detective environment for about 15 years.

Maree S, 1964. Personal conversation with Maree. He was a Bantu Affairs Commissioner at Newcastle.

Maroga, M. 2003. Two sides of the same coin? Sector Policing and community policing forums. *S.A. Crime Quarterly*, 2003(6). Pretoria: Institute of Security Studies (ISS).

Mavuso, C. 2010. Personal conversation with Mavuso on 2010/04/09 about the perspectives of the Department Home Affairs on the policing of Madadeni as well as the role of the Department of Home Affairs in Madadeni. She is the Supervisor of the office and reports to the Head of the Newcastle Home Affairs office.

Mazerdle, L. & Ransley, J. 2005. *Third Party Policing*. Cambridge. Cambridge University Press

Mazibuko, E. 2008. Personal conversation conducted with Mazibuko on 19 September 2008 about the establishment and impact of the Madadeni Checkers Centre. He was employed as a Departmental Manager at Checkers at its opening in 1980. He retired as the Store Manager at Madadeni Checkers' complex in 2005.

Mbatha S. 2008. Telephonic conversation conducted with Mbatha on 13 December 2008 about the perspectives of business people at Madadeni. He is the owner of Sbali Tavern, Butchery and Stationary shop.

Mbele, F. 2008. Telephonic conversation conducted with Mbele on 11 December 2008 about the role of chiefs (*amakhosi*) in the 1960s and following years. He is the son of Inkosi Mbele at Umzumbe in the South Coast of KZN. He is at present Deputy-Director in the Department of Traditional Affairs in Ulundi

Mbele, M. D. 2008. Personal conversation conducted with Mbele in Newcastle on 22 September 2008 about the establishment, development and operations of Madadeni police station. He has served in various capacities at Madadeni and Osizweni. He is now a retired Superintendent after 32 years in active service.

Mbiji, L. 1997. *Ubuntu. The African Dream in Management*. Randburg: Knowledge Resources.

Mbuyisa, C. 2010. Personal conversations with Mbuyisa and others in September 2010 about the safety in schools and the role of the school in crime prevention at Madadeni

Mchunu, B.A. 2008. Personal conversation with Mchunu during 2008 on the functioning of the Dog Unit at Madadeni. He was the Station Commissioner of Madadeni during 2008.

Mchunu, B.A. & Mdlalose, E.B. 2009. Personal conversation conducted with Mchunu and Mdlalose on 24 October 2009 about police approaches, police functions and general policing at Madadeni. The discussions also revolved around proactive approaches, community policing, and the mobilization of communities and the effectiveness of the partnership structures.

Mchunu, S. 2008. Personal conversation conducted with Mchunu on 24 September 2008 about the rearing of stock in Madadeni Township and other related issues. He is a member of the Menziwa Stock Association.

McHendrick, B. W. 1990. *Introduction to social work in South Africa*. Pinetown: Owen Burgess Publishers.

Mdlalose, T. 2008. Personal conversation conducted with Mdlalose on 22 October 2008 about his views, experiences and observations of the police and policing in Madadeni. He is a business person and the son of Dr. F.T (Frank) Mdlalose (the well-known politician) who was a former Mayor of Madadeni and who also had occupied various positions in government.

Mdluli, S.A. 2008. Personal conversation conducted with Mdluli on 21 September 2008 about the role of black members in the policing of Duckponds / Madadeni. He has joined the police force in 1954 and retired from service as a Constable in 1986.

Melde, C. 2009. American Society of Criminology, Life Style, Rational Choice and Adolescent Fear. A test of a risk–assessment framework. *Acta Criminologica. Southern African Journal of Criminology*, 2009, Vol. 47(3).

Memela, D.T. 2008. Personal conversation conducted with Memela on 13 October 2008 about the perspectives of the church on the policing of Madadeni. The discussions also covered the role of the church in the development of a human being. She is an Evangelist *uNobhayibheli* in the Methodist Church of Southern Africa at Madadeni.

- Mhlongo, J. M. 2008. Personal conversation conducted with Mhlongo on 22 September 2008 about the establishment and operations of Madadeni police station. He has served in three police agencies: the South African Police (SAP), the KwaZulu Police (ZP), and the South African Police Service (SAPS), and has retired as an inspector.
- Mhlongo, T. 2008. Telephonic conversation conducted with Mhlongo on 20 September 2008 about the role of the Police College to enhance policing and its value as a centre of development in the Kwa Zulu Police.
- Minnaar, A. 2003. The Murders of members of the South African Police Service. Some Findings on Common Causes and Practical Prevention Steps. *Acta Criminologica. Southern African Journal of Criminology*. Volume 16 (3).
- Mkhonza, F. & Wolfkop, D G. 2010. Personal conversations conducted with Mkhonza and Wolfkop on 15 March 2010 about the working relations between the police and prosecutors.
- Mncwango, S.T. & Radebe, B. 2009. Personal conversations with Mncwango and Radebe on 23 October 2009 about the functioning of the Crime Office and its relationship with the Management Information Centre (office).
- Mnisi, G. 2008. Telephonic conversation conducted with Mnisi on 29 September 2008 about the Ingqayizivele Hostel, Kwa Manelisa section, and policing. He was a Personnel Manager at Iscor and has retired.

- Mswane, B. E. & Zungu, M. 2009. Personal conversations held with Mswane, the Chief Operations Officer, and with Zungu, the Chief Traffic Officer, at Newcastle Municipality on 17 October 2009 about the role of Newcastle Municipality in enhancing policing at Madadeni.
- Msibi, R. 2008. Personal conversation conducted with Msibi on 21 August 2008 about the Stafford Hill area and policing. He was a councillor who was responsible for this area in 1992.
- Mtambo, H.T. 2009. Personal conversations with Mtambo, the Commander of the Detectives at Madadeni on the current challenges facing their work.
- Mtambo, H. T., Nkabinde, D. J. & Mkhwanazi, X. 2009. Personal conversations conducted with Superintendents Mtambo and Nkabinde, as well as Captain Mkhwanazi on 19 October 2009 about the functioning of the detective services department at Madadeni.
- Mthembu, M.V., Dladla, D. & Mchunu, S. J. 2009. Personal discussions held with Dr. Mthembu, who is the Municipal Manager of the Amajuba District, and with Dladla and Mchunu, who are officials in the Community Service Department, on the role of the District Municipality in enhancing policing at Madadeni.
- Mtshali, S. F., Mhlungu, T. Z. & Luhlongwane, B. C. 2010. Telephonic and personal conversations conducted with Captain Mtshali, Inspectors Mhlungu and Lu-

Hlongwane, on 20 November 2009 about the role of the Designated Firearm Officer (DFO) and Designated Liquor Officer (DLO) at station level.

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Marais, C.W. 2003. Local Authority Security: Its Role and Responsibility in Law and Enforcement. *Acta Criminologica. Southern African Journal of Criminology*. Volume 16 (3).

Miya, B.H. 2010. Personal conversation with captain Miya during 2010 about the functioning of the LCRC office at Madadeni

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Moloi, D. 2008. Telephonic conversation conducted with Moloi on 22 November 2008 about the functioning of the crime prevention component at Madadeni. She is currently the Head of Social Crime Prevention in Madadeni.

Mohr, P. & Fourie, L. 2000. *Economics for South African Students*. 2<sup>nd</sup> Ed. Goodwood: Van Schaik.

- Moolman, C. J. 2003. *What is Community Oriented Policing?* Acta Criminologica. Southern African Journal of Criminology. Volume 16 (3).
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- Muller, C.F. J. 1986. *500 Years: A History of South Africa.* 3<sup>rd</sup> Ed. Pretoria: Academica.
- Mullins, L. J. 1996. *Management and Organizational Behaviour.* 4<sup>th</sup> Ed. London: Pitman Publishers.
- Mwali, P. B. 2010. Personal conversation conducted with Mwali on 9 April 2010 about the role of School Governing Bodies in enhancing school safety at Madadeni.
- Naidoo V. & Oberholzer, J. J. 2009. Personal conversations conducted with Naidoo and Oberholzer on 18 July and 24 October 2009 about the functioning of visible policing at Madadeni and Empangeni.

Naude, C.M.B. & Stevens, R. 1988. *Crime prevention strategies*. 1<sup>st</sup> Ed. Pretoria: Educational Printers.

Ndabandaba, G. L. 1987. *Crimes of Violence in Black townships*. Durban: Butterworths.

Ndlozi, S. 2010. Personal conversation with Ndlozi and others on the involvement of young people in crime both as victims and perpetrators at Madadeni

Nel, I. 2008. Telephonic conversation with Nel on 15 December 2008 about the estimated date of the establishment of Newcastle police station. She is the Regional Head for the Department of Public Works in KwaZulu-Natal Province.

*New International Version. The Holy Bible*. 1981. 2<sup>nd</sup> edition. Cape Town: Bible Society of South Africa.

Ngubeni, E.B & Sithole, Z. D. 2009. Personal conversations conducted with Ngubeni and Sithole on 1 November 2009 about the role of the CPF in crime fighting and community mobilization at Madadeni. Both respondents are former members of the CPF at Madadeni.

Nkabinde, N. , Sibisi, B.M., Gama, S. & Mazibuko, V.S. 2010. Personal conversations conducted with Nkabinde, Sibisi, Gama and Mazibuko on 27 March about the perspectives of the youth on the policing of Madadeni.

- Nkosi, G. 2009. Personal conversation with Nkosi on 12 November 2009 about the perspectives of Madadeni Council on the policing of Madadeni. He formerly has served as a councillor, mayor, and a school principal. He is now the owner of Mazibuye Driving School.
- Nkosi, M. M. 2008. Personal conversation with Nkosi on 24 August 2008 about the perspectives of stock owners about the policing of Madadeni.
- Nkosi, P. & Ziqubu, S.A. 2009. Personal conversations with inspectors Nkosi and Ziqubu on 18 November 2009 about the functioning of court personnel and the detention facilities within their station area. Both members are deployed as court orderlies at Madadeni Magistrate Court.
- Ntanjana, B.A. 2009. *Provincial Directive (3/8/1)*, dated 2007/01/22) about the line of authority after the restructuring of the police service. He is the Deputy Provincial Commissioner, responsible for Support Services in KwaZulu-Natal.
- Ntshingila, L. & Mtambo S.R. 2009. Personal and telephonic conversations conducted with Ntshingila and Mtambo on 29 December 2009 about the functioning of Madadeni Detective services with regard to the provision of feedback to clients and the working relationship with the prosecutors
- Ntshingila, M. & Sangweni, B. 2009. Telephonic conversations conducted with Inspector Ntshingila and Captain Sangweni on 11 September 2009 about the role of VISS at Madadeni in preventing vehicle related crimes.

- Nyamane B. J. 2008. Personal conversation conducted with Nyamane on 11 December 2008 about the role of the chiefs (*amakhosi*) in the 1960s and following years. He is the induna of Inkosi Kubheka at Ubuhlebomzinyathi in Madadeni / Osizweni.
- Nxumalo, T. 2008. Telephonic conversation conducted with Nxumalo on 2 October 2008 about the goals and objectives of developmental projects at Madadeni in Section 7 and Unit K. He is a Project Manager in the Department of Local Government and Housing at Ulundi.
- Nkwahla, M. 2008. Personal conversation with Nkwahla on 19 October 2008 about the establishment and development of Madadeni. She is a Deputy Director, and in charge of the municipal office at Madadeni.
- Nyasulu, H. 2008. Personal conversation with Nyasulu on 22 September 2008 about the establishment and operations of Madadeni police station. He was transferred from Dannhauser to Madadeni police station in 1969. He was also appointed as the Commander of the Dog Unit in the KwaZulu Police (ZP) operating in the Nqutu District. He has served both in the SAP and the ZP and retired as an inspector in the SAPS.
- Ngwenya, D. 2008. Personal conversation with Ngwenya on 2008/09/13 about the perspectives of the school on the policing of Madadeni.

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- Perry, A.E., Mc Dougall, C. & Farrington, D. P. 2006. *Reducing Crime. The effectiveness of Criminal Justice Interventions*. London: John Wiley & Sons.
- Phahlane J. 2008. Personal conversation with the National and Divisional Commissioner for Personnel services at the SAPS Head Office, Pretoria.
- Phakathi, J. B., Sibiya, M. & Mbambo, R.B. 2009. Personal conversations conducted with Phakathi (KZN Security Service), Sibiya (Sukuma Security Service) and Mbambo (Imbube Security Services) on 17 and 19 October 2009 about the role of security services in the prevention of crime at Madadeni.
- Potgieter, P. J., Michell, L.J., Munnik, E. E. & Ras, J. M. 2003. Bivariate Analysis of Car Guard Activities as a Crime Prevention Initiative. *Acta Criminologica. Southern African Journal of Criminology*. Volume 16(3).
- Pretorius, R. 2008. Armed Robbery, Violent Assault and Perceptions of Personal Security and Society at Risk. *Acta Criminologica. Southern African Journal of Criminology*. Volume 21(2).

- Prinsloo, J. 2006. An Analysis of robbery in Johannesburg, South Africa: Results of the Fourth International Crime Victim Survey. *Acta Criminologica. Southern African Journal of Criminology*. Volume 19(1).
- Qureshin, M.U. 2006. *Women and crime*. New Delhi: SBS Publishers & Distributors.
- Radebe, B. 2010. Personal conversation with Radebe on 10 May 2010 about the role of the municipality in social crime prevention programmes at Madadeni.
- Rampol, C, 2008. Personal conversation with Rampol on 15 June 2008 on the forced removals of black people from Lennoxton and Fairleigh to Madadeni.
- Ras, J. M. 2003. *Police Patrols in South Africa*. KwaDlangezwa: University of Zululand.
- Ras, J. M. 2006. *Body Guarding in a Private Security Context*. Unpublished doctoral Thesis. KwaDlangezwa: University of Zululand.
- Ras, J. M. 2009. Personal conversation with Ras during 2009, about target hardening. He is the Head of Department of Criminal Justice at the University of Zululand
- Ras, J. M. 2010. Personal conversation held with Ras on 15 March 2010 in Empangeni about different policing issues related to the safeguarding of Communities.

Redman, M. R. 2009. Personal conversation conducted with Redman on 12 May 2009 about the functioning of the Local Criminal Record Centre (LCRC). He is the Commander of the LCRC at Richards Bay. He has been in the LCRC environment for about 20 years.

Roelofse, C. J. 2007. *The Challenges of Community Policing: A Management Perspective*. Pretoria: Van Schaik.

Roelofse, C. J. 2007. A Systems Approach to Community Crime Prevention. *Acta Criminologica. Southern African Journal of Criminology*. Volume 20 (3).

Saunders, M., Lewis, P. & Thornhill, A. 2007. *Research Methods for Business Students* 4<sup>th</sup> Ed. New York: Prentice Hall.

Shabangu E. 2008. Personal conversation conducted with Shabangu on 8 July 2008 at Madadeni about the use of two gates as entrance control points at Duck-ponds, and also about police raids, “black jacks” and the “Dompas.”

Shabangu S.P., Mthimkhulu, P. & Eksteen, E. P. 2009. Personal conversations conducted with Superintendents Shabangu, Mthimkhulu and Eksteen on 27 October 2009 about the suitability and strategic placement and size of the Madadeni police station to accommodate the current human and physical resource needs.

Shabalala, S.M., Dlamini, R. B *et al.* 2010. Personal conversations conducted with

Shabalala, Dlamini and others on 27 January 2010 about their perspectives on the policing at the Madadeni Checkers Centre. These people transport shoppers and their goods by using their vehicles (vans).

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Sheehan, R. & Cordner, G.W. 1995. *Police Administration*. 3<sup>rd</sup> Edition. Cincinnati, Ohio: Anderson Publishing Company.

Smit, J., Minnaar, A., & Schnetler, J. 2004. *Smart Policing for the Law–Enforcement Officials*. 1<sup>st</sup> Edition. Cape Town: s.n.

Spratt, J. B. & Dods, A.N. 2009. The effects of Urban Neighbourhood Disorder: An evaluation of police and courts. *Crime and Delinquency*. London: SAGE. 55(3):339-362

Sibeko, S. B. 2009. Personal conversation conducted with Sibeko on 11 August 2009 about the security situation at Madadeni Checkers' Centre and their perspectives on the policing of the centre. He is the Manager of the Checkers Store.

- Sibiya, B. J. 2008. Personal conversation conducted with Director Sibiya on 30 September 2008 about policing at Madadeni. He was deployed to Madadeni as a Station Commissioner during the restructuring process.
- Sibiya, G. G. & Mbatha, M. E. 2009. Telephonic conversations conducted with Sibiya and Mbatha on 15 December 2009 about the functioning of the District Commandants' office and command and control issues. They were formerly stationed, respectively, in the Nqutu and Nongoma District Headquarters.
- Sikhonde, B. & Nene, S. 2010. Personal conversations held with Sikhonde and Nene on 10 May 2010 about their perspectives on the policing of Madadeni and their role as car guards in the prevention of crime at the Checkers centre.
- Sikhosana, D. Z. 2010. Personal conversation with Sikhosana during 2010 about the functioning of the LCRC office at Madadeni.
- Sithebe, W, & Mavuso, M. 2010. Personal conversations conducted with Sithebe and Mavuso of the Methodist Wesley Guild on 21 January 2010 about the role of the church to develop a responsible citizen and their perspectives on the police at Madadeni.
- Sithole, S. 2008. Personal conversation conducted with Sithole on 17 September 2008 about the impact of the Centre on policing. He was a manager, responsible for the Checkers Complex, including the allocation (renting out) of all

the different shops inside the Centre. He is currently the Manager at Ithala, managing the Industrial Estates at Madadeni.

Siwela, F. 2008. Personal conversation conducted with Siwela on 25 July 2009 about the impact of the development at Stafford Hill on the policing of Madadeni. In 1992, when he has served as a Councillor, he was tasked by the former Mayor, Mrs. Ndlovu, to monitor the resettling of people at Stafford Hill.

Sokhela, M.B.E. 1997. *The Origin and Development of a Northern Natal Township: Madadeni, 1936 – 1994*. Unpublished dissertation. Pietermaritzburg: University of Natal.

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the National Commissioner. Pretoria: SAPS Head Quarters.

*South African Police Service. 1996. Draft Policy Document.* Pretoria: Government  
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*South African Police Service, 1998. Job Description of Area Head: Crime  
Prevention:* Issued by the National Commissioner. Pretoria: SAPS Police  
Head Quarters.

*South African Police Service. National Instruction. 2000. Distribution and  
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*South African Police Service, Job Description 2000. Provincial Head Crime  
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*South African Police Service. Job Description. 2003. Support Service Head.* Issued by the National Commissioner. Pretoria: SAPS Head Quarters.

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New Jersey: Englewood Cliffs.

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Clarendon Press.

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## **ANNEXURE 1a**



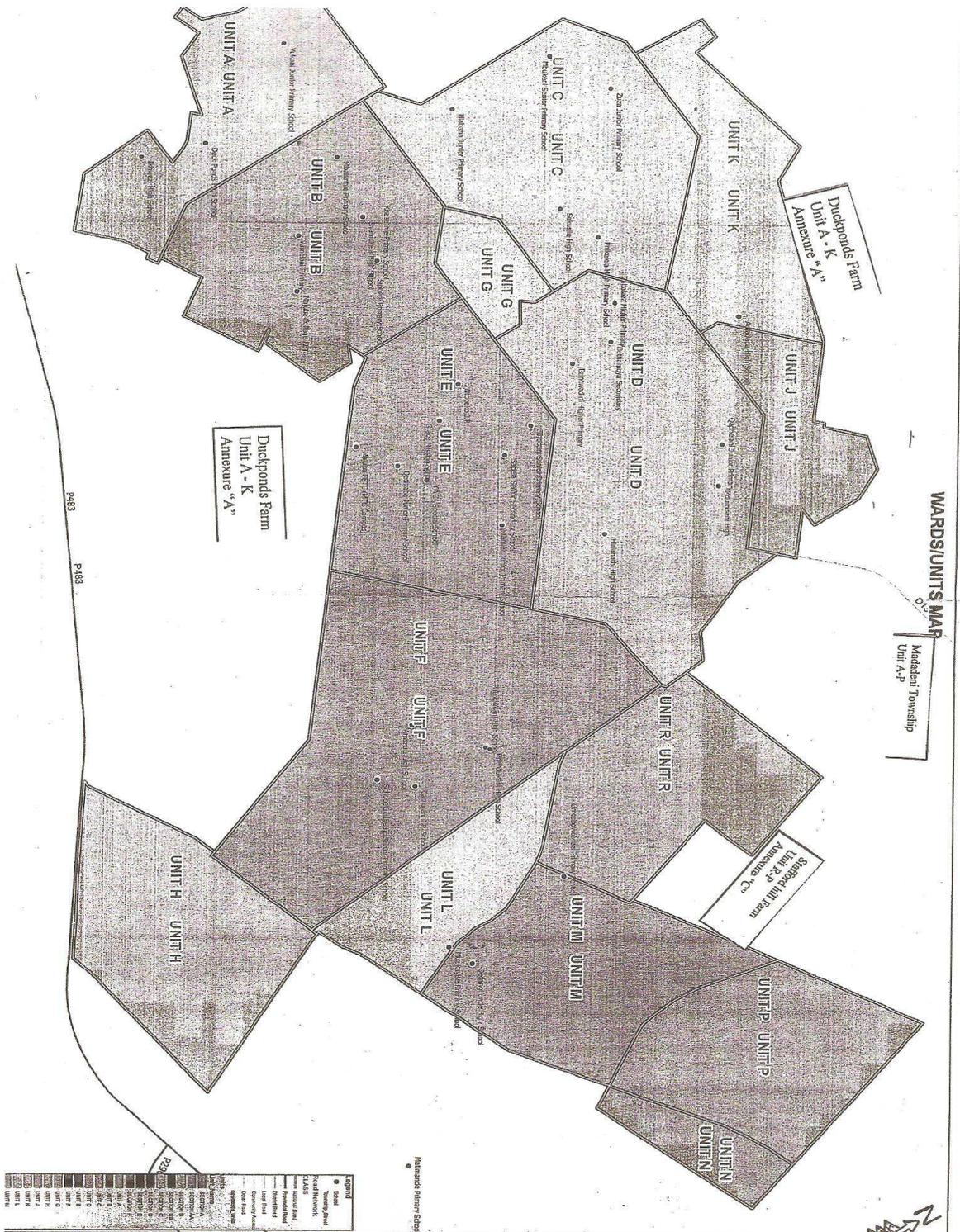
Picture of Duckponds. One of the original farms that was allocated for the development of Madadeni Township. (See section 1.1; p.2)

## ANNEXURE 1b



Duckponds was the former name of Madadeni. Ducks were found on the Ncandu River and on the dams in this area. (Section 1.1; p. 2)

# ANNEXURE 2a



An explanation of the different areas of Madadeni that were originally part of Duckponds farm (section 1.5; p. 4).

## ANNEXURE 2b



Madadeni is part of Amajuba District Municipality. This map indicates Madadeni town in relation to other towns. (Section 1.5; p.4).

### ANNEXURE 3



Fort Amiel: This fort was built in 1876 by Major Frederick Amiel with 200 men of the 80<sup>th</sup> Staffordshire Volunteers who were responsible to police this area during this period. Today the fort is a museum in Newcastle (section 1.7.1; p.6).

## ANNEXURE 4



*The Newcastle Town Hall is a national monument and is over 100 years old*

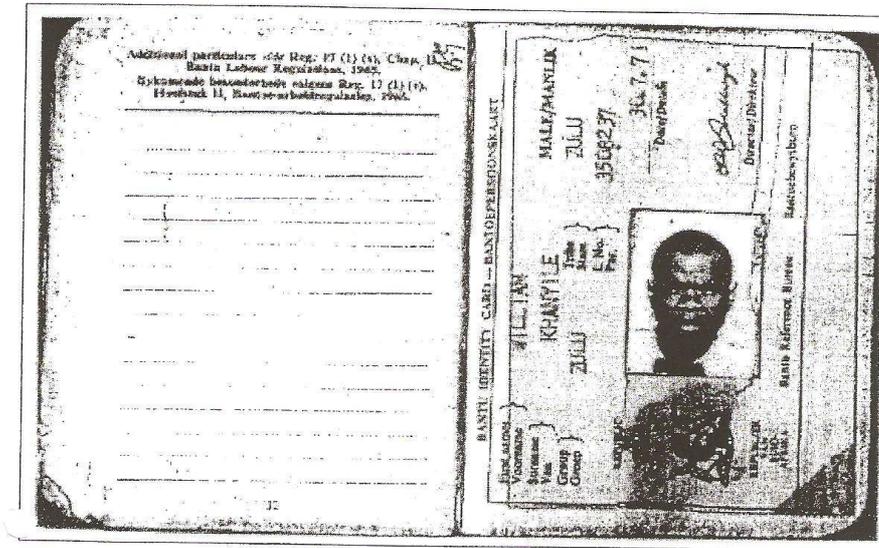
The town hall of Newcastle, built in 1897. This hall is built on the place that was formerly called ‘Post Halt Two’ (section 1.7.1; pp.6-7).

## ANNEXURE 5



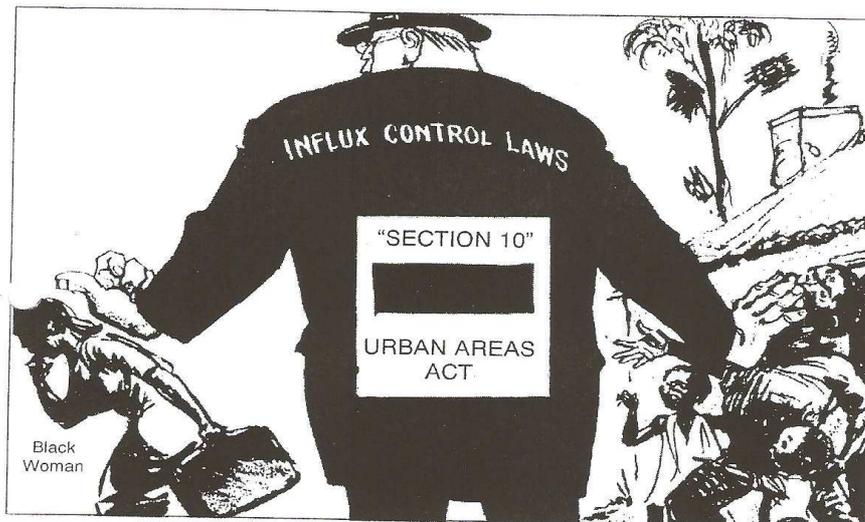
A picture of the original Capricorna Hotel which was the only entertainment place in Newcastle during the 1940s. Different racial groups could watch films on a shift basis during these years (section 1.7.3; pp.9-10)

ANNEXURE 6a



*M16*

An example of a Dompas (Passbook)



*M16*

An example of a "Dom pass" (Dom pass) that had to be carried by black males. The document was also used to control the payment of tax by black males. The second picture / cartoon depict the apartheid practises in enforcing the influx control laws (section 1.9.3; pp.3 &22)

ANNEXURE 6b

AUTHORITY TO DEMAND BANTU TAX RECEIPTS AND REFERENCE BOOKS.

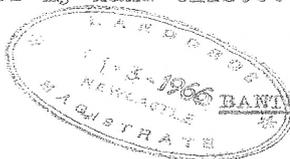
In terms of Section 13 of Act No.67 of 1952 and Section 7(1) of Act No.41 of 1925,

I, Paul Maré, Receiver of Bantu Tax of the District of NEWCASTLE, hereby authorise Bantu Const. *15.2.2.96* of The South African Police, Newcastle to demand from any Bantu whom he believes to be in possession of a reference book and to be liable for payment of any tax under the abovementioned Acts, the production of:-

- (a) Such Bantu's reference book, showing a tax receipt for the current year, or
- (b) His certificate of exemption, or
- (c) his certificate of extension.

After inspection he shall return the documents to the Bantu concerned.

Given under my hand this.....day of March, 1966.



P. MARÉ

BANTU AFFAIRS COMMISSIONER/NEWCASTLE.

Letter of Authority issued by the Bantu Affairs Commissioner to demand reference books (Dom passes) from the black males (section 1.9.3; p. 23)

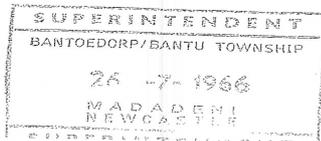
**ANNEXURE 6c**

TO WHOM IT MAY CONCERN.

This is to certify that Mna. ZABULON NOZI THUSI (NINO. 3924420) is a Bantu Watchman employed by the Department of Bantu Administration and Development under the supervision of the Superintendent of Bantu Townships, Madadeni, Newcastle.

*M. P. Van NIEKERK*

SUPERINTENDENT OF BANTU TOWNSHIPS.



The appointment letter of “black-jacks” (night-watchmen) who were later just called “black-jacks” (section 1.13.5; p. 37). “Jacks had referred to the black “jackets” that they have worn

## ANNEXURE 7a



An example of the original two room houses that were built at Madadeni's Section 1 (see section 1.10.1).

## ANNEXURE 7b



An example of a four room house (cf. section 1.10.1). This is the original house, number A928 that was used by the first Superintendent J. Potgieter in 1960 as an office. It is located in Section 1 or Unit A of Madadeni.

**ANNEXURE 8a**



One of the first three schools in Madadeni Township was Vukani Lower Primary School (section 1.10.3; p.27)

## ANNEXURE 8 b



Qhubeka Higher Primary School was one of the first three schools that were built in Madadeni (section 1.10.3).

## ANNEXURE 8c



Siyamukela High School was one of the first three schools that were built at Madadeni. Today it is a boarding school and a comprehensive technical high school (section 1.10.3; p. 27).

## ANNEXURE 9a



An example of the loose and unguarded stock that threatens the safety of the road users in Madadeni Township and that contribute to the stock theft cases that are reported to the police (section 1.10.5; p. 29).

## ANNEXURE 9 b



A herdsman of eZibayeni place with the researcher (to the right). The eZibayeni location is maintained by the Menziwa Stock Owners Association at Section 3 in Madadeni (section 1.10.5; pp29-30)

**ANNEXTURE 9 c**



A stock auction kraal in Section 2 Madadeni (cf. section 1.10.5; pp. 29-30)

## ANNEXTURE 10 a & 10b



**Madadeni Police Station – Charge Office Section**



**Madadeni Police Station – Cell Block**

Annexures 10a and 10b represents the Madadeni police station in its original location (1968 -2010). The police station accommodates all its components in this building (section 1.13.1).

ANNEXURE 11a

**Annexure 11(a): Letter by the Magistrate to Head office requesting for the increase of Black jacks at Madadeni**

AFSKRIF.

1/212.  
Mnr. Maré  
29171 - 36

Hoofbantoesakekommissaris,  
Privaatsak 9007,  
PIETERMARITZBURG.

Die Sekretaris van  
Bantoe-administrasie en -ontwikkeling,  
Posbus 384,  
PRETORIA.

BANTOE-NAGWAGTE : BANTOEDORP DUCKPONDS : NEWCASTLE.  
I AMPSBRIEF NO. G 59/3/1456/1 VAN 27 DESEMBER, 1962  
VERWYS.

1. Die Superintendent van Duckponds Bantoeoordp ondervind baie moeilikheid met die beskadiging van huise en die steel van kleinighede soos waterkrane ensovoorts aldaar.
2. Poste van Bantoeopolisie is geskep maar kan weens tekort nie gevul word nie. Gevolglik doen die huidige nagwagte ook as polisie diens en lê die boosdoeners sover moontlik aan hande.
3. Die aantal Bantoeowagte is nou ontoereikend om dag en nag diens te doen. Tans is daar 600 huise en binnekort sal n verdere 300 beskikbaar wees vir bewoning.
4. Dit word as noodsaaklik beskou dat magtiging verleen word dat ses wagte in diens geneem word teen n loon van R200xR24-R320-R360 per jaar, soos neergelê in Item 78 op bladsy 12 van S.D.K. Omsendbrief No. 7 van 1963.
5. U spoedige magtiging sal op prys gestel word.

HOOFBANTOESAKEKOMMISSARIS : NATAL.

1/212  
Die Bantoesakekommissaris,  
NEWCASTLE.

Afskrif vir u inligting.

HOOFBANTOESAKEKOMMISSARIS E NATAL.  
P.M. BURG.  
14.10.63.

*Mrs van Rooye*

A letter to request more blackjacks for Madadeni, dated 14 October 1963 (14/10/63)

(section 1.13.5; p. 36).

ANNEXURE 11b

C/o Provincial Hospital,  
Newcastle.

21st March, 1951

The Superintendent,  
Madadeni Township,  
P.O. NEWCASTLE.

Dear Sir,

Re: Application for employment.  
I hereby beg to apply for  
employment as a "Black Jack" policeman  
the Madadeni Township.

I am 18 years old and at  
the moment employed by the Provincial  
Hospital, Newcastle.

I am prepared to hand in  
references if required to.

Hoping that my application will  
receive your favourable consideration.

I am,

Yours faithfully,  
City Nyembe

An example of an application letter addressed to the Superintendent of the township in order to become a black jack (section 1.13.5; p. 36).

**ANNEXURE 12a &12b**



Annexure 12a represents the location of Control Gate 1 opposite the Home Affairs Office at Madadeni. Mr M.E. Buthelezi, a former black jack is pointing out the exact spot of the Control Gate (section 1.13.5; p. 37)



Annexure 12b represents Control Gate 2 opposite the Madadeni police station (section 1.13.5; p. 37)

**ANNEXURE 13a**



An example of a SAP black members' uniform in the 1960s (section 1.13.6; p. 38)

**ANNEXURE 13b**



An example of the uniform worn by black SAP members up to 1979 when a similar uniform for all members of the police force was introduced (section 1.13.6; p. 38).

## ANNEXURE 14 a & 14b



**Annexure 14 (a): Ingqayizivele Iscor Hostel (1970)**



**Annexure 14 (b): Kwa Manelisa Section for Iscor employees**

Annexure 14a depicts the original hostel block of Ingqayizivele, built in the early 1970s to house 1400 people. The block was a three-storey building with 36 single rooms per floor (section 1.14; p. 39). Annexure 14b depicts a four room house built by Iscor for its married and senior employees (cf. section 1.14; p.39).

## ANNEXURE 15a &15b



**Annexure 15(a): Eastern side of Checkers Centre at Madadeni**



**Annexure 15 (b): ABSA Branch & ATM at Checkers Centre**

Examples of business developments in Madadeni that necessitates proper and professional policing that is effective and sufficient (section 1.15.2).

## ANNEXURE 15 c & 15d



**Annexure 15 (c): Northern Side of Checkers Centre with the Post office**



**Annexure 15 (d) Southern Side of Checkers Centre**

Another example of business developments – the prominent Checkers Centre that draws huge crowds and potential criminals that need to be policed (section 1.15.2).

## ANNEXURE 15e



### **Annexure 15(e): Madadeni Hawkers at Checkers Centre**

Madadeni has many informal businesses like hawkers that are selling on the streets.

This necessitates proper visible policing and sound police- community relationships

(section 1.15.2).

## ANNEXURE 16



Annexure 16: represents the Industrial Estate at Madadeni under the management of Ithala Economic Development. The industries employ about 5500 local residents of Madadeni/ Osizweni and surrounding areas (section 1.15.3).

## ANNEXURE 17 a & 17 b

### Around the Districts

The district commandant and staff: NQUTU 1989



*F/R: Const Ngcobo, D/Sgt. I.Z. Manyathi, Maj. G.G. Sibiya, Col. T.J. Mngomezulu, Lt Col. B.L. Ndlovu, Maj. T.J. Makhanya, Lt. T.A. Mabuya & D/Sgt. N.E. Dlame*

*S/R: T/D/Const D. Mseleku, Miss E. Mgobhozi, Miss E.N. Dladla, Const(f) B.C. Ndlovu, Miss L.C. Dlamini, Const(f) B.E. Buthelezi, Sgt(f) V.T. Dlame Sgt(f) N.U. Khumalo, Const(f) R.T. Maphumulo & Const. G.S. Ndaba*

*L/R: Sgt. G.S. Zungu, D/Const. P.V. Mkhwanazi, Tra/Const. S.S. Nxumalo, Sgt. M.A. Khumalo, Sgt. G.M. Zondo, Sgt. L.O. Mthabeta, Tra/Const. C.M. Mthembu, Tra/Const. K.S. Gama. Sgt. A.S. Mathe, Const B.D. Ngidi, Sgt. B.K.G. Ngidi & Tra/Const. T.L. Mfeka*

### The Importance of Education amongst Members of the KwaZulu Police Force



*Lieut - Colonel M.H. Mafuleka*

A member of the Force must know the scientific means presently used in the investigation of crime. Investigation of Crime is one of the functions of the Force and must constantly be updated in order to offer the best service to the public. He must also know the modern behaviour and techniques of criminals. A thorough study of criminology helps the policeman to understand these circumstances.

The abovementioned subjects are not all that a policeman must study to become an educated and useful policeman. He must also be able to communicate well in both official languages.

A good policeman is the one who has confidence in his work. The required confidence can only be acquired by further studies.

Therefore education is really important to each and every member of the KwaZulu Police Force. The stand the educated policeman has gained in life is characterised by responsibility, a great measure of independence, self reliance and perhaps faith in

Annexure 17(a): represents the KwaZulu Police at Nqutu District Office. Annexure 17b: Lieutenant Colonel M.H. Mafuleka who pioneered police self development (cf. section 1.28). Examples of police men and women during the 1980s who were part of the KwaZulu Police Force (ZP's) who had to police Madadeni (section 1.16; p. 30).

## ANNEXURE 18 a & 18b



**Annexure 18 (a): Nazareth Church Temple – Section 5**



**Annexure 18(b): Methodist Church of Southern Africa – Madadeni**

Examples of churches in Madadeni. Annexure 18a: the Nazareth Baptist Church is normally known as *ibandla lakwa Shembe*. This is an example of traditional worship. Annexure 18b: the Methodist Church of Southern Africa situated at Section 1 (known as Central). It represents the modern western type of churches at Madadeni (section 1.20; pp. 60-61).

## ANNEXURE 19

### Batho Pele

The Batho Pele initiative aims to enhance the quality and accessibility of government services by improving efficiency and accountability to the recipients of public goods and services.

Batho Pele requires that eight service delivery principles be implemented

- regularly consult with customers
- set service standards
- increase access to services
- ensure higher levels of courtesy
- provide more and better information about services
- increase openness and transparency about services
- remedy failures and mistakes
- give the best possible value for money.

**Batho Pele Principles:**

**Consultation:**

Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered.

**Service Standards:**

Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect.

**Access:**

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

**Courtesy:** Citizens should be treated with courtesy and consideration.

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

**Openness and transparency:**

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

**Redress:**

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

**Value for Money:**

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

**Encouraging Innovation and Rewarding Excellence:**

Innovation can be new ways of providing better service, cutting costs, improving conditions, streamlining and generally making changes which tie in with the spirit of Batho Pele. It is also about rewarding the staff who "go the extra mile" in making it all happen.

Remarks made about the Batho Pele principles. Clients are entitled to the best possible value for money (section 4.2.1).

## ANNEXURE 20



The South African Police Service's Code of Conduct. Police members can be measured in terms of the conduct or performance in the light of this Code (section 4.2.2; p. 143).

## ANNEXURE 21

### Vision, Mission, Values & Ethics of the SA Police Service, KwaZulu-Natal

Section 205 of the Constitution of the Republic of South Africa 1996, (Act 108 of 1996), stipulates that the South African Police Service has a responsibility to-

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

The Vision of the South African Police Service KZN is to:

- Create a safe and secure environment for all people in KZN

The Mission of the South African Police Service KZN is to-

- prevent anything that may threaten the safety or security of any community in KZN
- investigate any crimes that threaten the safety or security of any community in KZN
- ensure criminals are brought to justice; and
- participate in endeavours to address the root causes of crime.

The Values held by the South African Police Service KZN are to-

- protect everyone's rights and to be impartial, respectful, open and accountable to the community;
- use the powers given to us in a responsible way;
- provide a responsible, effective and high quality service with honesty and integrity;
- evaluate our service continuously and make every effort to improve on it;
- use our resources in the best way possible;
- develop the skills of all members through equal opportunity; and
- co-operate with the community, all levels of Government and other role players.

Ethics of the South African Police Service KZN

We will subscribe to the following in principle and in practice:

- Integrity.
- Respect for Diversity.
- Obedience to the Law.
- Service Excellence.
- Public Approval.



The importance of the vision, mission, values and ethics for the police cannot be negated. Citizens have a right to expect good service deliveries including the right to feel safe and secure of any form of harm (section 4.2.3; p. 144).

## Walking at night in Madadeni could be dangerous, warn police

A?

Madadeni Police Station urges residents to avoid walking anywhere at night as it could be potentially dangerous.

This warning was issued following an

incident in which a couple who were walking on the street were attacked.

One victim was stabbed and shot in the left thigh and also stabbed in the arm. The

victim was rushed to hospital.

No arrests have been made as of yet. Police investigations are ongoing.

## Car-jackers pose as cops

No arrests have been made following a car-jacking on the Madadeni Road.

According to SAPS Communications Officer, Captain Shooz Magudulela, two suspects were masquerading as police officers.

The suspects managed to kidnap a

victim who travelling on the road.

The victim was later killed and he was ditched on the side of the road.

The two men escaped with the victim's Mazda 626.

The registration number is NN 17029. Police investigations

continue.

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## Investigations into murder

Madadeni detectives are investigating a case of murder following the death of a 14-year-old girl.

Motive for the murder is not known. No arrests have been made, police are still working on the available clues.

Investigations continue. Police urge residents with information to contact Supt Thembinkosi Mntambo on 034 329 6618.

## Robbers shoot at Fidelity guards and police vans

Fidelity guards were shot at last week in Madadeni Section 7 near Makhulukhulu Supermarket.

According to police, the fidelity guards had just finished loading an ATM when they were shot at by five armed suspects.

The suspects fired several shots at the guards before fleeing the scene in an unlicensed Ford Bantam.

Two police vehicles, unaware of the commotion, were shot at.

Cartridges were picked up at the scene and are being investigated while four cases of attempted murder and three cases of malicious damage have been opened in Madadeni.

Newcastle Sun  
August 29, 2008

## Crime watch

### Three vehicles discovered in Ingagane river

Three vehicles have been recovered totally stripped. This follows a tip of from a member of a community who noticed a roof of a red Golf inside the Ingagane River.

Police investigations led to the discovery of a red Golf, a blue Nissan 1400 and a white Toyota Hi-Ace. The Toyota Hi-Ace was hijacked from the driver who was hired to convey the suspects from Porto's up to Ingagane. He was robbed of all his belongings and assaulted and tied to a tree. Later he managed to free himself and escaped. The red Golf was stolen at Osizweni between 15 and 16 August at Sithole Stand.

Two suspects hijacked this blue Nissan 1400 at Section 6 Madadeni at gunpoint on the On 30 March. Any information which can lead to the arrest of the suspects can be directed to the number (034 314 6329).

## Four-year-old girl raped

A 43-year-old man has been arrested for sexually abusing his four-year-old niece.

Nkosikhona Radebe (43) appeared in court earlier this week. According to Communications Officer, Captain Shooz Magudulela, the child, from Shongwe Stand, implicated her uncle for sexual acts carried out on her. -SAPS.

Newcastle Advertiser - November 12, 2010 **News**

# Police contribute to crime

## Estella Naicker

A public cry for solutions to the escalating crime in Dannhauser perpetrated through the walls of the Pressa Hall on Thursday night. The huge turnout at a crime meeting between police and residents demonstrated that residents are fed up about combating crime in the area and are looking towards viable solutions to end criminals' reign of terror once and for all.

Many residents at the meeting pointed a finger at the police for contributing to the escalating crime, accusing them of abusing their powers and state vehicles.

Some said they were disgusted at the claim police often make that their vehicles are unavailable to respond to complaints, as they have observed police officers use state vehicles to pick up young 'women'.

Others said they frequently saw the police vehicles parked outside taverns where officers were drinking on duty. Police were also used as debt collectors, driving distances in state vehicles to retrieve money owed to sharks in the area.

One resident complained that state vehicles were being used to transport officers to and from work and to transport the acting station commander's children to school.

"If you call the station during a emergency, they will probably tell you the police was on a call and they are not there. They are using the vehicles to go to the commands know this and it is a waste of time of day that they are using to break in," said the resident. "The police need to monitor the officers and the vehicles at all times."

Station commissioner, Captain Steyn, told residents that he was aware that once a victim called the station, he or she was likely to wait at the gate or for an officer to arrive.

"To say that there isn't a van available is a silly excuse," he said.

"There are two vans at the station and there are many other state vehicles that can be used to go out when a crime is reported. Officers who claim that there isn't a van available or that the vans have no petrol will be taken to task and all criminal cases against police officers are being recorded."

Speaking on the vast area that the Dannhauser Police Station has to service, Captain Steyn explained that the policing area was about 854 square kilometres, and services about 40 schools and 350 000 people.

"We extend to Annievale and areas that border Madadeni and Osizweni. We have seven members on duty at any time. However, we are dependent on Newcastle when it comes to serious crime and fingerprinting. We have 14 detectives investigating crime and at the moment we are above the national standard for crime detection. The success of the burglary cases is dependent on fingerprints, however, our system can only match fingerprints if the burglar has had a previous conviction. If he hasn't been arrested before, we will not be able to pick him up on the system," he said.

He added that he was entitled to take a vehicle home since he was required to respond to serious crimes at any time of the day or night, but denied that he had ever used it to transport his children from school.

Another frustration aired by the public was the fact that the phone at the station often rang several times before it was answered. Captain Steyn said that it was children playing pranks on the police that kept the phone lines unnecessarily busy.

Finally, residents expressed concern that police officers relied on their vehicles to patrol because they simply were not fit enough to pursue criminals on foot, and suggested that police concentrate on maintaining the fitness levels required to qualify for the positions they occupy.

Police accused residents of not playing their part in fighting crime, saying that they have tried several

times to get members of the community involved in a partnership with the police.

"We cannot satisfy everybody but we are trying. Let's be proactive and not reactive. Business people must realize that police cannot stand in your shop and guard your goods. They need to hire security guards. We

are not security guards. We are only doing policing, not security guarding," said Captain Luvuno, whose comments were greeted with boos from the residents.

Some of the solutions to crime that were discussed at the meeting was the possibility of acquiring more resources for the police station,

having residents themselves volunteer to patrol the streets, placing pressure on the local community police forum to either shape up or ship out, and implementing street committees to monitor and report criminal activities.

However, only time will tell whether or not these solutions will be implemented.

P7

## Two arrested for Chinese 'cop robberies'

Two policemen have been arrested in connection with the recent armed robbery of a Chinese factory.

The owner of the factory was violently attacked and robbed by seven men dressed in full police uniform, traveling in a marked Quantum bakkie.

They gained entry to the factory by pretending to be searching for illegal immigrants, illegal brand labels, and drugs.

Early last week an officer from the stability unit in Springs was arrested.

Police found it suspicious when the

had been hijacked near Villiers, only after the vehicle had been used in the armed robbery.

A policeman from the Germiston flying squad was arrested last Thursday, after a stolen firearm was recovered in his possession.

The firearm had been stolen from a Newcastle policeman who tried to intervene while the robbery was in progress.

Both Springs and Germiston police officers will appear at the Newcastle magistrates court today (Thursday).

More arrests are

Typical complaints against the police. Madadeni is no exception.

# NO TRUST IN SA COPS

## Faith in force among lowest in Africa: research

OWN CORRESPONDENTS and REUTERS

**T**RUST in the police in Africa's economic powerhouse is near the lowest on the continent, with even Zimbabweans living in their increasingly autocratic state feeling they are more likely to get help from police than South Africans, a researcher said yesterday.

Experts at a seminar organised by the Institute for Security Studies (ISS), which focused on crime trends and public perceptions on crime, said the lack of trust resulted from a failure of leadership and communication in the police force coupled with a spike in some crimes last year - despite police claims of overall decreases.

South Africa has gained notoriety as the crime capital of the world, although police crime rates are falling. According to their statistics, there were 18 545 murders in 2005, down from 21 405 in 2001; 20 553 attempted murders in 2005, down from 31 293 in 2001; and just more than 54 000 reported rapes in 2005, slightly down from 54 293 in 2001.

According to Prof Robert Mattes, the director at the Centre for Social Science Research at the University of Cape Town, the police were still seen as one of the least trusted institutions in the country.

Mattes said that in Africa, trust in police was highest in Tanzania and worst in Nigeria, while ease of working with police was highest in Botswana and lowest in Benin, with Zimbabweans saying it is easier to work with police than South Africans. He cited a series of comparative studies.

Antoinette Louw, a senior researcher at the ISS, said a number of factors had sparked the current crime wave, or the perception of one. These included an increase in certain violent high-profile crimes and robberies in busy public places.

She said home robberies, however, had by far the most severe impact as they had become more frequent and more violent. This was because the home was perceived to be the safest place, where violence such as rape and torture was least expected.

Police Commissioner Jackie Selebi's spokesman Selby Bokaba said there was no leadership crisis at the top level.

However, he said there was a lack of skills at the station level and that a number of changes to the lower leadership levels had already seen improvements.

Meanwhile, a major consumer survey has revealed that black South Africans are more worried about crime and violence than whites.

### South Africans march again

By FIONA GOUNDEN

**T**ODAY thousands of fed-up South Africans in Durban, Johannesburg and Cape Town are expected to march to government offices and deliver a petition against crime.

The marches have been organised by Victims in the Republic of South Africa (Virsa). Virsa is trying to gather three million signatures from people

who want the government to change its "relaxed attitude towards crime and criminals", according to the group's website.

Durban Metro Police spokesman Supt John Thomas Tyala said there will be a high police presence at today's march which starts at 10am from the corner of West Street and Warwick Avenue and will end at the City Hall.

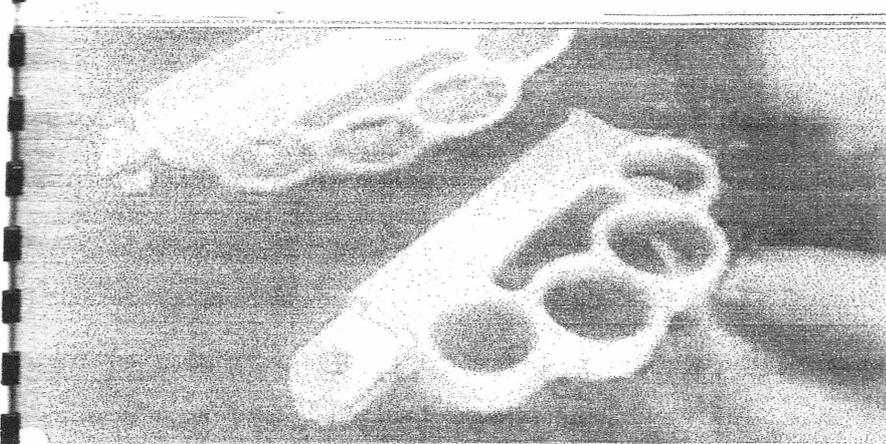
"As the marchers go down West Street, police will make sure that the traffic on the smaller roads going across West Street, like Gardner and Broad streets, are temporarily stopped. Once the marchers cross these roads, traffic will be back to normal."

Shane Pillay, the co-ordinator of the March Against Crime in Durban, said they expected a huge turnout.

PS  
The Independent  
Saturday, 10 March 07

An example of general statements made about the police by the media, based on statistics, opinions of experts and the public.

## ANNEXURE 25



Member to the CPF says he was assaulted by a police officer wearing a knuckle duster.

# Assaulted by police

by Estelle Nelcor  
A dispute of non-payment between a police officer and a member of the Cape Police Forum (CPF) reached a climax last Sunday.  
A member of the CPF says the police officer struck him across the face with a knuckle duster for no good reason.  
The officer threatened to sue the CPF member for disturbing the peace and for obstructing the officer's duties.  
The CPF member says he was assaulted by the police officer while he was at his home.  
The CPF member says he was assaulted by the police officer while he was at his home.  
The CPF member says he was assaulted by the police officer while he was at his home.

I knew that he was looking for a confrontation so I tried to brush him off. I told him that I was there to relax and have a good time and that I did not want to speak to him. He told me that I thought I was too clever and threatened to 'show me', then he struck me across the face with a knuckle duster.  
According to the CPF member the dispute stems from the police officer's non-payment for an alarm system he installed at his officer's house.  
As a result I had to remove the alarm system and the police officer has had a grudge against me since. He expected the alarm for free, he said.

After he hit me, I left and went straight to the police station to report the incident. The policeman followed me there. I had to lock myself inside the crime room to protect myself and it took four police officers to restrain him in the charge office.  
I think that it is pathetic for a police officer to take the law into his own hands this way and continue to assault a person at the station, which is supposed to be a place of safety. It undermines all the good work that other police officers are doing on a daily basis," concluded the CPF member.  
SAPS Newcastle communications officer, Captain Shooz Magadulela, said the matter would have to be investigated.

An example of an unnecessary confrontation between the police officers and members of the CPF (section 4.5; p.48). This news report appeared in a local newspaper.

## ANNEXURE 26

**UDUNBANO LOMAKHLEWANE**

P.O.Box 8090  
Section 7L  
Madadeni  
4701  
20 July 2009

South African Police Services  
Madadeni Police Station

A/C: Mr. Zikhali

Dear sir/madam

Re: Community Crisis

As a community of Ward 29 Section 7L. We have experience the high level of crime occurred in our area that leads to community crisis.

Together with community we stand up and took initiative to fight against this, but it won't be successful without your contribution.

As a community we invite you to come and demonstrate to us what steps we should follow in order to prevent this.

We will be glad if you respond to us within 7 days.

Yours Faithfully

Musa Kubhcka  
-----

My Contact No is – 073 3630167

An example of the community's dissatisfaction with high crime levels at Madadeni (section 4.6).

## ANNEXURE 27

MADADANI SUB-JOCCOM  
 FEEDBACK OF CONTACT CRIME : TASK TEAM  
 HUMAN RESOURCES

	OFFICERS	NON-COMMISSIONED OFFICERS
SAPS	NIL	4
SANDF	NIL	
TRAFFIC	NIL	
SANAB	NIL	
DOG UNIT	NIL	
M/V UNIT	NIL	

**PHYSICAL RESOURCES**

TRUCKS	NIL
2X4 PATROL VANS	NIL
4X4 PATROL VANS	2
COMBI	NIL
SEDANS	NIL

**TYPE OF OPERATION**


6 **PARTICULARS OF ARRESTS / CASE ATTENDED**

CAS NO. / IR NO.	NAME OF SUSPECT / COMPLAINANT	OFFENCE / NATURE OF COMPLAINT	SAP 14 NO.	ARRESTING OFFICER
20/01/09	M. M. M. M.	Intoxication	1/A	M. M. M.
21/01/09	S. M. M. M.	Intoxication	1/A	M. M. M.
22/01/09	S. M. M. M.	Intoxication	1/A	M. M. M.
23/01/09	S. M. M. M.	Intoxication	1/A	M. M. M.
24/01/09	S. M. M. M.	Intoxication	1/A	M. M. M.
25/01/09	S. M. M. M.	Intoxication	1/A	M. M. M.
26/01/09	S. M. M. M.	Intoxication	1/A	M. M. M.
27/01/09	S. M. M. M.	Intoxication	1/A	M. M. M.
28/01/09	S. M. M. M.	Intoxication	1/A	M. M. M.

An example of crime statistics that were manipulated. All these examples are cases that were reported to the police but they were not officially registered and no official police cases were opened. They were only written down at the crime office as ‘attended’ to but were not registered and investigated (section 4.9.2; pp. 214-215 and 224).

## ANNEXURE 28

MADADENI - SUB-JOCCOM				
TYPE OF OPERATION				
<div style="border: 1px solid black; padding: 5px; margin: 5px auto; width: 80%;">                     Harassment Cell Phones Complaint and other cases                 </div>				
<div style="border: 1px solid black; padding: 5px; margin: 5px auto; width: 80%;">                     4                 </div>				
PARTICULARS OF ARRESTS / CASE ATTENDED				
CAS NO. / IR NO.	NAME OF SUSPECT / COMPLAINANT	OFFENCE / NATURE OF COMPLAINT	SAP 14 NO.	ARRESTING OFFICER
0816/01/09	J. Akos	Steal of cell phones	N/A	Solved
0817/01/09	X. Sibuya	Steal of cell phone	N/A	Solved
0818/01/09	K. Msimanga	Steal of cell phone	N/A	Solved
0819/01/09	Z. Mthembu	Robbery of cell phone	N/A	Solved
0820/01/09	P. Qwabe	Robbery of cell phone	N/A	Solved
0821/01/09	L. Khumalo	Steal of cell phone	N/A	Solved
0822/01/09	D. Khumalo	Robbery of cell phone	N/A	Solved
0824/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0825/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0827/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0828/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0829/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0830/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0831/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0832/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0833/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0834/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0835/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0836/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0837/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0838/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0839/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0840/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0841/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0842/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0843/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0844/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0845/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0846/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0847/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0848/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0849/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0850/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0851/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0852/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0853/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0854/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0855/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0856/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0857/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0858/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0859/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0860/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0861/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0862/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0863/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0864/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0865/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0866/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0867/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0868/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0869/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0870/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0871/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0872/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0873/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0874/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0875/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0876/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0877/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0878/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0879/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0880/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0881/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0882/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0883/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0884/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0885/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0886/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0887/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0888/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0889/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0890/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0891/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0892/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0893/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0894/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0895/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0896/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0897/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0898/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0899/01/09	J. Mshale	Steal of cell phone	N/A	Solved
0900/01/09	J. Mshale	Steal of cell phone	N/A	Solved

Another example of crime statistics that were manipulated. The crime office at Madadeni did not officially register and investigated these cases, but they wrote down that they have been solved. They record the details of complainants in the Occurrence Book and the form but no cases were officially opened and no case numbers were handed to complainants

Monday January 25 2010 SOWETAN 7

## Shebeen operators set to protest over licences

Francis Hweshe

THE Western Cape Shebeen Association says its 40 000 members are preparing for "mass protests" during the World Cup if the provincial government fails to grant them liquor licences.

The association's president, Mauritz Rossouw, told *Sowetan* that 80 percent of the liquor licences in Cape Town remained in the hands of white traders, while blacks owned only 20 percent.

Western Cape economic development and tourism MEC Alan Winde met the organisation last week and reportedly gave two weeks to come up with a proposal to regulate all shebeens in the province.

Under the new provincial Liquor Act shebeens will no longer be allowed to operate without licences. But the association is fighting the 2009 law that says all shebeens must apply for licences from the Western Cape

Liquor Board.

Yesterday Rossouw complained to *Sowetan* that the authorities believed that black people could not control social amenities such as shebeens.

Rossouw said his members were worried because licences would only be granted to residents who apply to have their properties rezoned from residential areas to commercial zones.

"The act will shut us down permanently.

No one is going to get a licence ... family lives will be destroyed. We won't allow that to happen ... some of the mamas have been in business for 20 years, Roussouw said.

"The bar has been set too high, it should be brought down. We are serious. We are willing to take the matter to the highest court."

He said there was no land for commercial zoning in the townships and it would take about 10 years for some of his mem-

bers to be licenced.

He said that most of his members wanted to be regulated but the "law was making it impossible".

An illegal shebeen operator in Du Noon, who declined to be named, said she had been in business for 15 years.

"This is the only way for me to put food on the table. I have applied for a licence in the past, but I did not get it," she said.

The new law also says liquor retailers who sell to unlicensed shebeens will be fined between R50 000 and R1 million and could face jail terms of between six months and five years.

Former economic development MEC Garth Strachan brought in the new law last year, saying people in Cape Town's townships, suffering from the effects of living surrounded by shebeens, were "as deserving of orderly lives as the residents of opulent suburbs".

An example of news paper reports of shebeen operators in the Western Cape that are complaining about issues relating to the liquor trade. Madadeni also has its share of liquor trade challenges (section 4.6.13; pp.160-166)

# A word of advice to pupils and parents

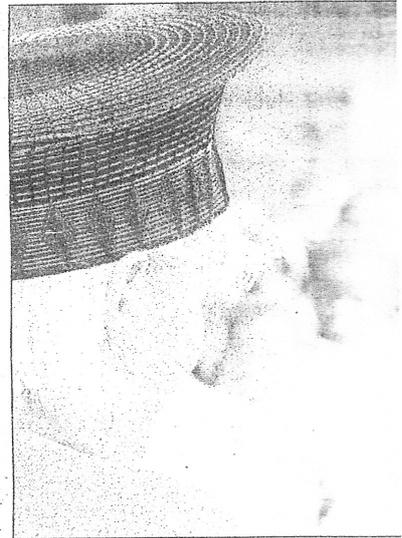
*"It is sad seeing young people in jail."*

Zotha Mtheihwa

may give you my gun, give my badge, will you do the same for me?"  
was the question asked by Superintendent Debbie Deetlefs during the lend a hand campaign held at Amandlamasha Primary school.  
Superintendent Debbie Deetlefs said this in response to those who accuse the police of not doing enough to thwart criminal activities.  
The lend a hand project was being run concurrently with the school's annual sports day.  
Police have apparently been inundated with calls from the school, with pupils carrying guns and knives to school. That is

wrong."  
"Using drugs at school is against the law you can be arrested for many years," said superintendent Deetlefs.  
Captain Shooz Magudulela asked the parents of the pupils at the school to take care of their children and monitor them.  
"You as parents must strive to build better children for their tomorrow."  
"What you teach these children as parents and teachers will make them better people and successful individuals."  
"Make a difference for your child while you still can.  
It is sad seeing young people in jail."  
"It all comes back to what we teach our children," said Captain Magudulela.

The event started with speeches from police telling pupils about crime.  
Teachers said they are hopeful that the crime will decline.  
"Pupils from grade 9 are carrying dagga at the school, and are carrying long knives."  
That was the reason why I decided to call the police to have a talk with them," said the principal.  
This meeting was also attended by parents who were seeking advice on disciplining their children.  
One parent asked what to do if a child is stubborn and won't listen to you.  
Since the government has granted them rights, we are no longer able to discipline our children.  
"If your child is over 21 you



Superintendent Debbie Deetlefs talking to parents at Amandlamasha school on Wednesday

can take him to court and apply for the court order so that he does not come near you or your house.  
If your child is over 21 you can, take part in the discipline accordingly.

## Newcastle Advertiser

### CCTV cameras not working

Out of the public eye, a series of Closed Circuit Television Cameras watch the streets of Newcastle.  
These cameras capture everything that occurs, except for when they are not working.  
At least six of the CCTV cameras were not working two weeks ago, and on Thursday morning, only two cameras were operational.  
According to the Newcastle Municipality, these cameras are the responsibility of Protection Services, monitored by employees of the SAPS maintained by VHC Computers and Computers.

However, Captain Shooz Magudulela says that the cameras are monitored by employees of both the municipality and a private security company.  
It is unknown for what specific purpose the cameras were installed. Captain Magudulela says that the cameras are utilised on occasion by the SAPS for crime prevention. Mister Bonga Ntanzu, Municipal Manager, says that he does not know the purpose of the cameras, as they were installed before he worked at the Municipality.  
Superintendent Marais of Protection Services said that he was unable to

An example of a police community outreach programme in Madadeni schools and remarks made about a failed CCTV camera system in the Newcastle Municipality. Madadeni falls under the Newcastle Municipality (cf. section 4.7.5; p 178).



J-Insp. JJ Zondo lona omile kanu abahleli Supt. Mincube eduze kwike u-Insp. Khulu

Abatundi basePhikelela Primary belalele uInsp. Zondo egzille ngokufundisa ngobubi bezidakamizwa

# Bafundiswe ngobungozi bezidakamizwa ePhikelela

**Khulekani Khuzwayo**  
**JLWESTHATHU** oivendlute bekwusuku abusiswe khatundi kanye nothisa basePhikelela Primary School ezize lapa esigomoni seSithathu Madadeni. Phele lesiakole besithanjelwe lbo.Miyango wokuThuthukiswa komphakathi, iphiko olubhekalele ezobulungiswa ebugebengwini kanye namaphoyisa aseMadadeni. Sekusembehweni manje ukuba abantwana abafundiswe ngezimo ikakhatu ezingaba robungozi zimphaweni zabo. Lobo kuhlahike ebala gesithathu amaphoyisa aseMadadeni abacholwa u-Insp. JJ Zondo, Supt. Mincube kanye noInsp. Khulu

eshye yonke imisebenzi yawo, kodwa azochitha imizuzu ethile nabatundi bakulesisikole. Ingqisithi yaolusuku bekuzokhulunywa kabanzi ngokusebenziswa kwezidakamizwa, ukahlukunyezwa kwezingane ukahlukunyezwa ngobungozi kwezingane ukahlukunyezwa ngokomoya. Kodwa kanye nekuhlukunyezwa abantwana lobolelo lokuhlukunyezwa abantwana bebusungeinwe kakhatu abo.Miyango wokuThuthukiswa komphakathi. "Ngebe niyalazi igama elithi 'idakamizwa' lisho ukuthini," boyo umbuzo ovela ku-Insp. Zondo.

Kodwa abatundi bakulesisikole bayele bakhombisa ukuthi akakona okuqeqela kuika igama elifana naleli ezindleni zabo. Bazibale zonke izimihlobo zizidakamizwa ezikhona kuhlizwe. "Kumele nazi ukuthi zikhona izidakamizwa ezisembehweni, kodwa zibona nalezo ezingekhe embehweni. Sibala insangu ayilho nimbobo embehweni, isecain, madax, yizo zonke izidakamizwa okungakaze nisondelelano nazo," kuchaza u-Insp. Zondo. Lezingane zizisikole zona unombungela egojina umunni engene shi obithini lokusebenzisa izidakamizwa. "Kumele nazi ukuthi ukubamba

nabangani ababji kurganya yezindlela egcina ususobishini lezidakamizwa. Kanti akakho amunni umeninyaka ephakathi kuka-18 kuyaphansi okungaditha umgenc ezidakamizweni ngoba ephansi kwegencindezi (stress) nina aminyaka ingcinezeli, kodwa kumalobho nina into ukungazazi kadiwe nimenikanga nayo ukahlukunyezwa okumhloboombhobo. "Kepheha okaZondo, Ovela kwabo.Miyango wozokuThuthukiswa komphakathi uNk. Nene obekhambisana noNk. Thoko Mokoena bachazele abatundi basePhikelela kabanzi ngezimihlobo zomhloboomzozo.

An example of an awareness programme on drugs in schools. Attempts are made to reach out to the youth in the schools (section 4.7.5; p.178)



SAPS reassure Investors

The managerial team of SAPS Madadeni led by Superintendent Mchunu together with CPF (Community Police Forum) chairperson Councillor Zikhali went the extra mile to reassure Chinese factory owners and employees of their safety during the festive season. The factory owners from Ithala Industrial Park situated at Yellow Street in Madadeni voiced their concerns requesting that police work closely with security in the enclosed business area.

by taxis on a Friday; the poor lighting of the area outside the enclosure and the lack of ATM machines in Madadeni.

"This is very risky for us. We could get hijacked. There are very few ATMs available for workers to draw money, who have to walk or take taxis home and they are often robbed."

The crucial issue of lighting outside the vicinity was highlighted.

Sup. Mchunu agreed with the factory owner saying that police often have cases of women being raped and robbed in empty plots.

"These women for the sake of the lives have to surrender themselves to these filthy criminals who could even be carriers of the HIV virus."

Sup. Mchunu went on to say that due to the recent ATM bombings in the Madadeni area, banks are reluctant to fit ATM machines.

Mr Selby Sithole manager of the industrial park challenge those councillors present to address the issues.

Councillor Alex Lui an active role player in the Chinese/Taiwanese community believes that crime can be avoided if the interaction between police and the community is strong.

"Often community members turn a blind eye to suspicious behaviour failing to report to police. If there is good communication crime stats will be lower."

Sup. Mchunu expressed his admiration for the clothing and textile industry in the area that boasts 6 000 employees, ninety nine percent of whom are black females.

"We can only imagine how many mouths are being fed and how many households being run from these salaries. We need to encourage outside investors."

Sup. Mchunu went on to assure factory owners of full SAPS cooperation. "We will do everything in our power to assist during this busy time of year."

Some of the concerns raised included the road being blocked

"If you drive through to Newcastle you will see the bright street lights. Here in Madadeni where the poor reside, there is very little lighting. This leads to endless problems like car accidents and criminal activity. This definitely needs to be addressed."

Amajuba District Mayor, Dr Sam Mlangeni commented that the lighting of the area fell under the responsibility of the Newcastle Municipality. "I am aware of this problem and hope that the responsible party together with Eskom remedies this as soon as possible."

Mr Afzul Rehman, acting mayor of Newcastle Municipality, commented saying that high mast lighting has been installed over the last three years and that there was a budget to consider.

"The area was much worse and we are making progress. Crime is a huge problem not just in Madadeni. I think we as the community should assist police by making sure we report criminal activity within the community."

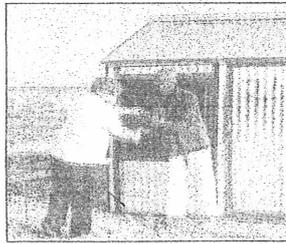
**SAPS VISIT TO CHINESE FACTORIES**

*Year Community News*

PAGE 6 1997/1998

An example of police – public relationships where the police try to reach out to the business community in Madadeni (section 4.7.7.1; p.190).

## ANNEXURE 33



The Newcastle Municipality, Urban Green Property and Southern Palace are currently erecting temporary structures at H39 with shared costs.

# Relocation to H39

Newcastle Sun

August 29, 2008

By Elisabeth Govender

The Madadeni Municipal office have began registering people to be relocated to H39 according to a census done of people previously residing at Ingqayizivele hostels. Approximately 450 households have started to move to H39 since August 23.

The hostels, known as Ingqayizivele Village, were built by ISCOR during the early 1970s. The hostel was erected on land rented on a long-term lease from the KwaZulu Government.

The hostel was built mainly to accommodate single workers. During 1983 the long term planning of ISCOR was hampered by a series of factors which caused a significant amount of retrenchment to take place.

Finally the property was bought by a

fabricated walling of the crèche site and in addition provide three temporary structures."

The Robin Good Organisation in conjunction with the Hatfield Christian Church in Pretoria have sponsored the training of Mrs Joyce Masikane as manager of the crèche. The organisation will also sponsor a vegetable garden for this site.

A small gathering of business people and community leaders were invited to a meeting to pledge their support toward the project on Wednesday.

private company for conversion into title deed flats and rental stock.

The Newcastle Municipal manager told the press that the hostels posed as a health risk. "We are working together with the Department of Land and Housing and there were no objections."

According to Mr Bonga Ntanzi the site allocated (H39) has been surveyed and the council has given the go ahead for the eviction of residents.

"We have the welfare of the residents in mind. By law we cannot just move someone without making provisions first."

The Newcastle Municipality, Urban Green Property and Southern Palace are currently erecting temporary structures at H39 with shared costs.

crèche nursery school will be put up next week."

"Temporary structures provided on H39 are not shacks, but rather a neat three by six metre house with two windows and a door. The design is of such that a division is possible inside, to part it into a sleeping quarter and living area."

According to developers on the site, all of the households are currently run by women. Eloma du Plessis (Urban Green Property) identified a very serious problem with the H39 location site. "The property is situated between two very busy main roads with no perimeter fencing."

Until now the children have enjoyed the security of the Ingqayizivele hostels.

"It is therefore crucial that a nursery school or crèche is established. Most of the children will also require supervision after school."

"After negotiation with Town Planning offices we have identified a pre-zone crèche site as well as a Church site. Urban Green and Southern Palace will sponsor the pre-

An example of people who were moved out of Ingqayizivele hostel of Iscor (cf. section 1.14) during 2008 and were placed in temporary structures in section H39. Community members affected feel they were not consulted and refer to these structures as "shacks" and their place as a "squatter camp". A lot of crimes have been reported in this area since this settlement was established.