

a certain level of civic-mindedness, community activism and organisation in order to gather community concerns, proper community representation, a Station Commissioner willing and able to interface with the community, a receptive policing environment to make communities feel they are being heard and that action will follow and police resources and capability to respond to community concerns. At the next level, a CPF needs expertise to run crime prevention, awareness and other projects. Where the above elements are absent in a police station area, CPFs tend to struggle.

- **Police Cooperation with CPFs:** There are still numerous reports of a lack of cooperation from SAPS members towards CPFs and their work. Problems include: Non-attendance at meetings, Community Policing Officers (CPOs) are allocated other duties, some stations claim to have insufficient transport and other resources to assist the CPFs with their functions, participation of detectives and specialised units is low, uncooperative and unsupportive station commissioners and manipulation of the CPF by police officials and interest groups. There is a need overall for greater institutionalisation of community policing in the SAPS. In general, there needs to be greater recognition by the SAPS of the role of CPFs, including the role of improving transparency in the Service and accountability of the Service to the community.
- **Community-Police Partnerships and Communication:** There remains a culture of taking important policing decisions without community input. CPFs play a very limited role in determining policing priorities. Joint planning between the SAPS, the community and local government rarely takes place. There is a lack of trust of the police by the community. Sometime SAPS and CPFs come into conflict over issues raised by CPFs such as poor police service delivery. There may be competing political loyalties both within the community and the SAPS. Some station commissioners claim that CPFs want to involve themselves in station administration. Currently, the SAPS are still free to engage other sectors of the community apart from CPFs. The excessive SAPS bureaucracy is reported to be stifling CPF productivity. Numerous policy guidelines need to be introduced that will create a more enabling environment for CPFs on the one hand, and provide direction to SAPS managers as to their responsibilities towards community partnerships and consultation on the other. More importantly, greater trust between police members and the communities they serve must be cultivated through transparency and improved communication.

Current Interventions

The interventions currently being implemented by Provincial Departments of Safety and Security and the SAPS include:

- Capacity building of CPFs by the SAPS and Provincial Departments of Safety and Security, e.g. training in leadership skills, financial accountability, meeting

procedures, project management, crime prevention legislation and policies, strategic planning, etc.

- Funding for projects, catering during meetings and crime prevention events, travel and subsistence, cellular phone allowances, promotional materials, etc.
- Provision of other resources, e.g. cell phones, transportation, office space, etc.
- Assistance with establishment of CPFs and sub-forums including the provision of provincial guidelines, facilitation of elections, inductions, dispute resolution, etc.
- Mobilisation of specific communities and role-players to effectively participate in community policing initiatives.
- CRIME STOP 08600 10111: This is a communication channel between the SAPS and the community at large which consists of a range of call centres responsible for collecting from the public information on criminals and their activities. This is particularly useful if callers wish to remain anonymous.
- Ongoing efforts to improve community-police relations in areas which the SAPS has identified as priority areas, or where crime statistics raise concerns, or where there are high numbers of service delivery complaints, and where there are breakdowns in relations between the community and the police.
- The National Secretariat conducted a review of the existing CPF Regulations in 2002.

Recommendations:

In order to address the concerns and challenges identified, the following is recommended:

- An evaluation and review of Community Policing policy and legislation be conducted by the Department of Safety and Security. Key areas for review include among others:
 - The appropriate institutional location of CPFs
 - Responsibility for funding of CPFs.
- CPF structures be assisted to become more representative of the communities within which they operate. Community structures such as local youth groups, women's groups, religious groups and other interest groups such as farmer and taxi associations must be involved in CPF activities. The contribution of suitable people must be elicited by inviting eminent persons to participate in CPFs and Boards.
- Community interaction with CJS role-players (and other relevant government departments and institutions) is broadened. This will ensure co-ordination of all community-based safety and security efforts within a particular locality as well as greater intergovernmental cooperation. In particular, municipalities should assume greater responsibility for the running and upkeep of such a consultative mechanisms.
- Greater education and awareness on the roles and functions of CPFs be conducted among both SAPS members and communities.
- The oversight role of the CPFs over SAPS is strengthened through targeted programmes and projects.

6. Station Monitoring Toolkit Questionnaire

Nadia Dollie from the Research Unit, Parliament of the Republic of South Africa, presented preliminary results on the piloting of the Station Monitoring Toolkit.

She noted that the following problems must be addressed before continuing with implementing the questionnaire:

- A large number of questions need to be modified in order to elicit answers that can be analysed clearly.
- Other questions are unclear and require clarification. For example, the block that requires a Member to fill in his or her name, as well as the names of other Members if the visit was taken by more than one person, elicited responses including names of the police or the CPF chairpersons.
- The data in the pilot study was captured by Research Development Africa using a tool called SPSS. The Research Unit is in the process of procuring this tool but at the time of analysis, did not have access to it.
- The costs for capturing the data by a private company are high and may not be sustainable in the long run.
- The analysis of the questionnaire reveals that although it elicits a great deal of information, the information captured may not be sufficient to provide the necessary insight as to whether a particular police station is functioning effectively or not.
- It would add value to the redevelopment process if feedback was obtained from people who have used the questionnaire.
- Once the questionnaire is reworked, more effort must be made in ensuring that all target interviewers (MPs) use the questionnaire on their visits and fill the questionnaire in completely.

Whilst the abovementioned problems hampered ability to properly analyse the results of the questionnaires, some general trends could be noted. These included, for example, problems with regard to inadequate safekeeping of dockets, lack of personal bullet proof vests for members and insufficient security in police cells.

7. Commission Discussions

The Members were divided into three groups, one focusing on police training, one on municipal policing and one on community police forums, to discuss the following questions:

- What are the key elements drawn from the presentations?
- What are the priorities that have been identified?
- What are the resources or information required in addressing the priorities?
- What are the issues that need to be dealt with or addressed with regards the monitoring tool?
- Proposed plan of action for the Committee for 2006.

7.1 CPF Group

The group noted that the composition of the Community Police Forums was not representative of all sections of the communities. They were seen as representing certain sectors and tended to marginalise the poor, illiterate and rural people.

The location of CPFs in police stations hamper their ability to function effectively as a community-based structure. This has led to the general belief that CPFs are an extension of the SAPS. The effectiveness of the CPFs was discussed and it was noted that they had a limited impact on crime prevention and SAPS programmes. CPFs could be demarcated into sectors to ensure inclusivity and broad-based community participation.

The delay in the legislative review and amendment processes has resulted in a lack of clarity regarding the roles and responsibilities of the CPFs.

Priorities for the Portfolio Committee include:

- Amendment of the SAPS Act must be speeded up and should address the roles and responsibilities of the CPFs and outline lines of accountability.
- It was proposed that the Secretariat should initiate the establishment of CPFs, provide guidelines for the functioning of the structures (such as the CPF toolkit), be responsible for resourcing the structures and provide training to CPF members. The group suggested this responsibility should be factored into the restructuring process that is currently underway.
- It was proposed that the strengthening of the CPFs should be urgently addressed.

The next step for the Committee is to:

- Obtain feedback on the process of the Secretariat's revamping and restructuring process.
- Call for briefings from the entities or institutions of safety and security on the review of the current SAPS Act.
- Call public hearings on the proposed amendments.

7.2 SAPS Training Group

The group noted that there are particular challenges in training including:

- Securing and retaining appropriately skilled trainers.
- Consolidating training provided within the operating philosophy of the SAPS.
- The various competing demands on the service.
- Building community awareness.
- The assessment mechanisms applied to ensure candidates that master acceptable levels of skill and knowledge.

encourage on the management of the SAPS. It was suggested that a training component for Members also be added to the tool and provided.

It was important to treat the tool and its findings in a sensitive manner as it can be a security risk when doing assessments or completing the questionnaires. The Committee needs to safeguard the information gathered during the assessments. However the findings of the survey could be circulated as a way of popularising the tool.

The Secretariat for Safety and Security was willing to work with the Committee on the monitoring tool. This was seen as a way of ensuring cooperation with other interest groups to improve the effectiveness of the SAPS service. The Secretariat could also partner in popularising the use of the monitoring tool. In

- Amendment of the SAPS Act be speeded up and should address the roles of the various entities arising from the Workshop. The Committee should call for briefings from the entities or institutions of safety and security to review the current SAPS Act and hold public

- The Committee obtain feedback on the Secretariat's revamping and restructuring process. The Secretariat should initiate the establishment of CPFs, provide guidelines for the functioning of the structures (such as the CPF toolkit), be responsible for resourcing the structures and provide training to CPF members. This responsibility should be factored into the restructuring process, which is currently underway.
- Specific research should be commissioned on an evaluation of SAPS training including the use of international benchmarking. The Committee also requires more information on the link between training and assessment and performance management. The results of this research should be presented to the Committee.
- The Committee should embark on an oversight visit to the training facilities.
- The Committee should investigate whether legislation on municipal policing needs review and make recommendations in this regard. This includes issues related to overlap in jurisdiction between SAPS, municipal police and traffic departments; deployment of funds for municipal police services; the relationship between volunteer crime prevention projects and the SAPS; and the specific role of Provincial Commissioners with regard to approval of strategic and programmatic plans of the municipal police services.
- The ICD be called to report to the Committee on how they deal with complaints about the municipal police services.
- The Portfolio Committee chairperson write a letter to all Provincial Commissioners and fax police stations directly to inform them of the station monitoring tool.
- Members of the Committee request the assistance of the different political caucuses to facilitate the completion of the questionnaires.
- Parliament may provide training to the SAPS and to Members on the station monitoring tool. The Secretariat has been identified as a partner in popularising the use of the monitoring tool. The Heads of Department of the Department of Safety and Security should be educated on the monitoring tool.