

Assessing selected dimensions of police service delivery within the Potchefstroom accounting area of the North West Province

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ABSTRACT

Title: Assessing selected dimensions of police service delivery within the Potchefstroom accounting area of the North-West Province.

The objective of this study was to assess the perception or view of the public on the incidence of police corruption as well as its influence on service delivery within the Potchefstroom accounting area in the North-West Province.

By utilising a literature review and 136 questionnaires, the study found that the majority of community members did not regard all police officials to be corrupt, but that corruption within the SAPS was in fact endemic. The SAPS' lack of understanding the negative influence that real or perceived police corruption has on the relationship between the SAPS and the community was apparent. One of the causal factors of police corruption, identified during this study, was a weak recruitment strategy without proper vetting of police officials. The analyses of the various age groups and the sex of the respondents showed no variable effect on the study.

The outcome of the study uncovered a definite relationship between police corruption and the level of service delivery within the research focus area of the Potchefstroom accounting area. The study offers a number of recommendations for the improvement of the SAPS' structures to safeguard against occurrences of police corruption and its influence on police service delivery.

Key terms: Police corruption, corruption, service delivery, South African Police Service, SAPS

LIST OF ABBREVIATIONS

ACU	Anti-Corruption Unit
AFU	Asset Forfeiture Unit
AG	Auditor-General
AU	African Union
BRICS	Brazil, Russia, India, China and South Africa
CCTV	Closed Circuit Television
CPF	Community Policing Forum
CPI	Corruption Perception Index
CSC	Community Service Centre
DA	Democratic Alliance
DPCI	Directorate for Priority Crime Investigation
DPSA	Department of Public Service and Administration
DSO	Directorate of Special Operations
FICA	Financial Intelligence Centre Act
FSD	Frontline Service Delivery
GDP	Gross Domestic Product
ICD	Independent Complaints Directorate
IPID	Independent Police Investigative Directorate
KMO	Kaiser-Meyer-Olkin Measure
MEC	Member of Executive Council
NACF	National Anti-Corruption Forum
NACH	National Anti-Corruption Hotline
NIA	National Intelligence Agency
NPA	National Prosecuting Authority
PCCA	Prevention and Combating of Corrupt Activities Act

PFMA	Public Finance Management Act
PP	Public Protector
PSC	Public Service Commission
SADC	Southern African Development Community
SAP	South African Police
SAPS	South African Police Service
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Programme
SIU	Special Investigating Unit
TBVC	Transkei, Bophuthatswana, Venda and Ciskei
UN	United Nations

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CHAPTER 1: NATURE AND SCOPE OF THE STUDY

1.1 INTRODUCTION

This chapter offers an outline of the South African Police Service (SAPS), by considering its inception, its troubled years throughout the apartheid era, through its transition into South African democracy, to where the SAPS finds itself at present. This chapter further outlines the notion of unethical behaviour or conduct by police officials, taking a specific look at police corruption.

The SAPS celebrated its centenary year in 2013. Over the preceding 20 years the SAPS has accomplished to some extent to successfully alter itself from a once feared and often hated police force into a police service (SA History, 2017). During the same period and beyond however, widespread media attention focused on corruption in both the public and the private sectors. A report by the trade union Solidarity, details the nine corruption scandals that have cost the South African taxpayer more than the amount spent on the home of President Zuma (Fin24, 2017). This report lists the SAPS as scandal number four, giving examples such as the ten SAPS members from Parow police station who were arrested in the latter part of 2014 on charges of bribery and corruption, and the six police officials from three different provinces who were arrested by the Hawks at the start of 2015 on suspicion of corruption. A further example is that of the embattled suspended national police commissioner, Riah Phiyega, who is standing accused of tipping off Western Cape police commissioner, Lieutenant General Arno Lamoer, concerning a corruption probe against him. In a 2012 article (Corruption.Net, 2012) it is stated that 600 police officers were arrested in Gauteng alone.

Whether perceived or real, the frequency of these reports in the mass media would appear to be an indication of corruption being inescapable in South African culture. This exposure of corruption, mainly in the public sector highlights the worthiness of corruption as an essential and noteworthy subject matter.

The Potchefstroom accounting area policing precinct is an important area for good governance in the North-West Province, as it houses the Provincial Head Office of the SAPS as well as many other National and Provincial SAPS Units. This precinct is understandably very essential for the image of the province. A negative image of the police in this precinct could send the wrong message to the rest of the province as well as to the National Head Office.

1.2 BACKGROUND

The origins of the South African Police Service can be traced back to before the Second Anglo-Boer War of 1902 (SA History, 2017). Before this war, the different colonies each had their own law enforcement organisation. The commander of the British forces, Major General Baden-Powell, decided to form a constabulary force in the Transvaal and Orange Free State, commencing its duties in 1900. Since the hostilities came to an end, the constabulary force was disbanded in 1908 and replaced by the Transvaal and Orange River police forces. After unification on the 31st of May 1910, plans were implemented to unify the different forces and in 1913 permission was granted for the establishment of one single police force (SA History, 2017). This unified police force remained in place for 81 years, until April 1994, when the apartheid regime came to an end and the South African Police force (SAP) was renamed the South African Police Service (SAPS).

Early in late President Nelson Mandela's first term in office as the first democratically elected president of South Africa, he appointed General George Fivaz, a career policeman, who came through the ranks, with extensive experience as a trained detective. He later also served in the National Inspectorate as well as the Efficiency Services. As the first National Commissioner of the newly formed SAPS (Burger, 2015:5) General Fivaz filled in this position from 1995 to 2000, when he retired. During this period he was tasked with the transformation of the SAP into the SAPS, as it is known today, as well as the incorporation of the other ten police agencies from the TBVC states (Transkei, Bophuthatswana, Venda and Ciskei) into the SAPS. He also had the unenviable task of affecting a new style of policing, namely community policing, as well as the demilitarisation of the police force (Burger, 2015:5).

Essentially, during the course of this period of transformation and amalgamation of the SAPS, in an attempt to remedy the wrongs of the past and to steer the organisation towards a "new" police service, a code of ethical standards (discussed in more detail in Chapter 2), was developed in 1995. This steered the SAPS towards a more "people-centred" approach and a more professional organisation (South African Police Service, 2015:5). Shortly after the implementation of this code of ethical standards, another momentous development occurred in 1996, namely the new Constitution of the Republic of South Africa. The Constitution now demanded that good relationships be promoted between the SAPS and the communities they served (South African Police Service, 2015:5).

Prior to 1994, cases of corruption were investigated by “police docket units” located within the Detective Service, stationed in Pretoria and Johannesburg (Burger, 2015:15). In the process of transforming the SAP into the SAPS, a need was identified to reinforce their ability to successfully combat police corruption. A need for the establishment of national as well as provincial anti-corruption units to enable the SAPS to investigate police corruption was emphasised (Burger, 2015:5).

In 1996, at the end of General Fivaz’s era, the Anti-Corruption Unit (ACU) was established, but it did not really fall within the domain of any the three general groups of specialised investigative units namely, the serious and violent crimes component, the organised crime component and the commercial crime component (Burger, 2015:6). From its inception the ACU faced difficulties (Burger, 2015:15), namely:

- The ACU was not independent, as it was still within the domain of the SAPS and answered to various senior police commanders,
- It was regarded from within with distrust,
- The 1997 creation of the Independent Complaints Directorate (ICD) led to insecurity about the long-term prospect of the ACU,
- Members of the ACU were unclear as to their mandate, and
- There was a scarcity of experienced personnel and resources.

General Fivaz ended his service to South Africa and its people in good standing. He was succeeded by General Jackie Selebi, who served in this position from 2000 to 2009. General Selebi, unlike General Fivaz, had no policing experience, coming from a political background. He served as Ambassador to the United Nations (UN) from 1995 to 1998 and after that as the Director General of the then Department of Foreign Affairs between 1998 and 1999. The appointment of General Selebi at first seemed to have a positive effect on the morale of the police. During his period as National Commissioner of the SAPS, he was elected as the Vice President of Interpol’s African region in 2002 and held this position until 2004, after which he was elected as the President of Interpol. He served here until 2008 when he resigned voluntarily as corruption charges were laid against him. In 2010 General Selebi was found guilty of corruption and sentenced to 15 years imprisonment. A noteworthy aspect during the Selebi era was the closing of the ACU in 2002 (Burger, 2015:8). This move by General Selebi, in no small measure, severely hampered the SAPS’ ability to investigate corruption within its own ranks.

General Selebi was succeeded in 2009 by General Bheki Cele, also a political appointee with very little policing experience, who served in his capacity as National Commissioner until 2011. He was suspended and later dismissed from the SAPS in 2012. This dismissal came as a result of General Cele being implicated in maladministration and unlawful conduct concerning a R 500m lease agreement relating to the Pretoria police headquarters. Previously, General Cele held the post of Member of the Executive Council (MEC) for Transport, Safety and Security in the province of KwaZulu-Natal.

After a board of enquiry recommendation, General Cele was replaced in 2012 by President Zuma with General Mangwashi Victoria Phiyega, the first female commissioner of the SAPS. Notably, also a political appointee with no policing experience. General Phiyega held this position until 2015, when she too was suspended relating her alleged part in the Marikana massacre, accusations that she, as previously mentioned, tipped off Western Cape Police Commissioner, Lieutenant General Arno Lamoer, concerning a corruption probe against him, as well as committing perjury and ignoring internal processes by demoting, suspending and removing various senior SAPS officials. During General Phiyega's period as National Commissioner, plans were made in 2013 to reintroduce the Anti-Corruption Unit. By 2015, when she was unceremoniously removed from office by President Zuma though, there was no sign of such unit (Burger, 2015:11).

As indicated in the SAPS Annual Report 2015/2016, there are numerous in-house as well as outside instruments that can be used to report corruption. These instruments are listed as the:

- Integrity Management Unit of the Directorate for Priority Crime Investigation (DPCI),
- Inspectorate Division,
- Internal Audit Component, and
- Integrity Management Section of the Personnel Division.

These instruments are discussed in more detail in Chapter 2.

Apart from the limited ability of the Organised Crime Unit to investigate corruption, the only anti-corruption capacity within the SAPS for investigating such allegations is that of the anti-corruption unit within the Directorate for Priority Crime Investigation (DPCI) or the "Hawks" as they are popularly referred to (Burger, 2015:12). There is however a major flaw in this arrangement, as the mandate for this unit is restricted to investigating

corruption amongst their own ranks, being employees of the DPCI and SAPS within the middle and senior management ranks. Corruption investigations relating to SAPS employees below the rank of colonel, is the responsibility of the “ordinary” detectives at station level (Burger, 2015:12). The remainder of these instruments mentioned are aimed at the detecting and reporting of corruption and not the investigation thereof (Burger and Grobler, 2017:2).

In October 2015, General Khomotso Phahlane took over as the acting National Commissioner of the SAPS. This seemed like a step in the right direction as he had been a member of the SAPS since 1985, coming up through the ranks, albeit somewhat expedient, joining the ranks of senior management in 2001. General Phahlane was the head of the SAPS Forensic Service prior to his appointment as Acting National Commissioner. His appointment would seemingly bring much needed policing experience to the position of Commissioner of the SAPS. Unfortunately he too is now being investigated by the Independent Police Investigative Directorate (IPID) concerning allegations that he took bribes to afford an R 8m home in Pretoria and a lavish lifestyle with luxury vehicles and a very expensive sound system.

As can be seen from the above, the SAPS had been taken advantage of by politicians, partially because of their recommendation and appointment of National Commissioners. This situation unsurprisingly places police officials in the compromising position of having to seek favours from politicians. The connection between the SAPS and politicians is very problematic, because when there is a union between police officials and politicians, the police officials become less answerable to the people (Reiner, 2010:12).

1.2.1 Service delivery

Through government’s Batho Pele initiative, (a Sotho term meaning “people first”) the concept of putting the citizens of the country first was introduced (SAPS.org, 2017). This so-called Batho Pele initiative entails that the following eight service delivery philosophies be implemented (SAPS.org, 2017):

- to consult with “clients” on a continuous basis,
- to set standards for the services being rendered,
- to increase the right of use to these services,
- to guarantee higher levels of courteousness,
- to make available more and enhanced information about these services,

- to increase transparency and honesty regarding these services,
- to rectify any failures and errors, and
- to offer the finest possible value for money.

In other words, the core guidelines of Batho Pele, is to have public servants adopt a service-orientated approach towards their “clients”, be devoted to service excellence and be dedicated to constant improvement. Thus, the main necessity for good relationships between public service institutions and their clients will always be influenced by the nature of the service it offers to its clients. In being open to the needs of their clients, the SAPS, in addition to the Code of Ethics and supportive to the principles set out in Batho Pele, implemented the Service Delivery Improvement Programme (SDIP) or Front-Line Service Delivery Programme (FSD) as it is known today (South African Police Service, 2015:5). The FSD programme can be referred to as the initial point of contact where the clients come face to face with the employees of the SAPS. Forms of FSD could include (South African Police Service, 2015:5):

- a victim of a crime visiting a police station,
- a perpetrator encountering police officers,
- a first responder, responding to a complaint, or
- simply visiting a police station to make enquiries.

According to the online dictionary “Merriam-Webster” (2017), clients can be defined as “a person who engages the professional advice or services of another”. Taking this definition into consideration, it is clear that clients mean all persons, groups of persons, businesses and other state departments who the employees of the SAPS cross paths with in the normal execution of their duties.

1.2.2 Unethical behaviour / conduct in context

The SAPS Code of Ethics educates the employees of the SAPS to execute their duties according to the following main beliefs (South African Police Service, 2015):

- *Integrity*: Police officers should always make every effort to maintain the mission, values, ethical ideologies and values of the SAPS, as discussed in Chapter 2.
- *Respect for life and diversity*: in the execution of their duties, SAPS officials should always display respect for the cultural and other diversities of the community that they serve.

- *Obedience to the law:* Police officers must at all costs desist from any form of conduct that would make them violators of the law that they are obliged to uphold.
- *Service excellence:* As discussed above in Section 1.3, employees of the SAPS must at all times strive towards service excellence and the improvement of their service toward their clients, the South African public.
- *Public approval:* In everything that the employees of the SAPS do, they should always have the best interest of the broader community that they serve in mind.

As is evident from the above, unethical behaviour or conduct by employees of the SAPS can be wide-ranging. As such, for the purpose of this study, the unethical behaviour or conduct investigated was narrowed down to police corruption.

Many people consider any and all crimes committed by an employee of the SAPS as evidence of corruption (Gaines and Kappeler, 2015: 406), but when a police official breaks the law by abusing his or her spouse, exceeding the speed limit while driving, driving while intoxicated or is under the influence of illegal substances, he or she not necessarily corrupt (Gaines and Kappeler, 2015:407).

1.2.3 Police corruption

Corruption is defined in the Prevention and Combating of Corrupt Activities (PCCA) Act no. 12 of 2004 as, “any person who directly or indirectly accepts or offers to accept any gratification from any other person, whether for the benefit of himself or for the benefit of another person, or gives or agrees or offers to give another person any gratification for the benefit of another person in order to act personally or by influencing another person so to act to in a way that amounts to illegal, dishonest, unauthorised, incomplete or biased or misuse or selling of information or material acquired in the course or exercise, carrying out or performance of any powers, duties or functions arising out of a constitutional, statute or contractual or other legal obligation that amounts to the abuse of a position of authority, a breach of trust, or the violation of a legal duty or set of rules designed to achieve an unjustified result, or that amounts to any other unauthorised or improper inducement to do or not to do anything is guilty of the offence of corruption”.

In short, according to Section 3 of the PCCA, an offence of corruption is committed by anyone who offers to accept or accepts any form of benefit (Swanepoel *et al.*, 2014:84). According to Joubert (2010:186), active corruption is committed by any person who offers or agrees to offer any form of benefit to another, while passive corruption is committed by any person who accepts any form of benefit from another. From the above, it can be deducted that corruption entails the abuse of power assigned to officials, which involves offering or accepting benefits and may include, bribery, favouritism, coercion, fraud, and theft for personal gain, in order to sway said officials to commit a crime or to omit to do their official duties.

Police corruption is a multifaceted occurrence and as such it is necessary to investigate questions arising from the above in order to understand what police corruption entails. Police corruption can be seen as any and all acts by employees of the SAPS that place their personal gain above that of their legally and morally obliged duty, resulting in the violation of criminal laws, police procedures or a combination of both (Scaramella *et al.*, 2011:459). An example of such unethical or criminal behaviour is when a police officer, while on the scene of a crime, helps him or herself to the property at the scene (Newham and Faull, 2011:5). This could be any item taken from a scene of a motor vehicle accident, or jewellery taken from the scene of a burglary, to name but a few.

The abuse of a police officer's power is another example of police corruption. This can occur when a police officer commits a crime as indicated above, or omits to prevent a crime from happening, for whatever reason.

1.2.4 Different forms of police corruption

For all intents and purposes, police corruption can be divided into two major categories, namely (Gaines and Kappeler, 2015:406):

- External corruption: entailing the police official's contact with their clients, in other words the general public, service providers, and other companies rendering services to the SAPS, or expecting a service from the SAPS.
- Internal corruption: entailing the relationship among police officials within the workplace.

External corruption generally consists of one or more of the following activities (Newham and Faull, 2011:6):

- Payoffs to police officials by non-criminal elements involving the transgression of stringent ordinances or statutes, such as repeated traffic violations.
- Payoffs to police officials by repeat violators of the law, such as prostitutes or drug dealers.
- Graft, which entails the payment of money or the granting of courtesy discounts to police officials for services.

These internal and external forms of corruption are further discussed in Chapter 2.

1.2.5 Unprofessional police conduct on and/or off duty

Although, as indicated above, the unprofessional conduct of police officials on or off duty does not *per se* fall within the definition of corruption, it needs to be mentioned, as it does have a tremendous effect on the perception of service delivery by the SAPS, not only within the North-West Province, but also in the country as a whole. Unprofessional police conduct is misconduct focussed towards the public and could include acts such as rudeness and the leaking of confidential information (Dunn and Caceres, 2010), while unprofessional police conduct while off duty refers to criminal offences and inappropriate behaviour by police officials in their private capacity. These acts can cause embarrassment to the SAPS, damage the SAPS' morale, have a negative impact on the officials' duties and cause the public to lose trust in the SAPS.

1.3 PROBLEM STATEMENT

A research problem directly or indirectly personifies a research question (Bordens and Abbott, 2017:28). Research problems are some form of difficulty or problem that the researcher is experiencing in the environment of one or the other theoretical or practical condition and to which a solution needs to be found (Welman *et al.*, 2012:14).

In a Centre for the Study of Violence and Reconciliation research report (Newham, 2016:1), it was argued that police corruption encompasses cultures, countries, as well as generations, due to corruption being based on human weakness and personal motivation. Police corruption is inevitable when criminal elements want to take advantage of the extensive powers constitutionally imparted on police officers.

Police agencies globally have a shared purpose, namely to deliver an efficient and effective service to the communities in which they serve. The duty of the South African Police Service (SAPS), according to the Constitution of the Republic of South Africa, 1996 (South Africa, 1996), is to guarantee a safe and secure setting for all, in line with the needs of the particular communities they serve. The SAPS should also extend an efficient and effective service to those communities. The SAPS thus subscribes to this notion of service delivery as emphasized in the national strategy of the SAPS, in the Strategic Plan for 2015–2016 (South African Police Service, 2010), as well as the Annual Performance Plan for 2016–2017 (South African Police Service, 2016). These emphasize the significance of providing an efficient and effective service to its clients, the public of South Africa. The principles of the SAPS are echoed in the SAPS strategic plan, which amongst others consists of providing “a responsible effective and highly quality service with honesty and integrity.” Words such as “efficient” and “effective” are sentiments commonly used in corporate circles and have become somewhat clichéd. Something is efficient if it is performed in the best manner possible with the smallest amount of waste of time and effort. On the other hand something is effective if it produces the intended result adequately (allAfrica.com, 2017). Put differently, something is effective if the right things are being done and it is efficient if these things are being done in the right manner.

Members of the community or civilians frequenting a police station for whatever reason, have to do so by firstly reporting to a Community Service Centre (CSC). This CSC is the first line of service delivery provided to the community frequenting police stations. This frontline or gateway is often under-staffed and the personnel is overworked as police officers also need to attend to complaints and emergencies outside the police station. This causes the clients to stand in long queues to be served on a first come first served basis.

Police officials working outside the police station, in and amongst the community, often do that on a one-on-one basis, coming into contact with all sorts of elements. People police officers encounter can range from highly respected persons such as lawyers and teachers wanting to complain about some or other situation, to the other side of the spectrum where they could meet suspected drug dealers, rapists and murderers. Back office employees consist of civilian employees and police officers. They are appointed to do core functions and supply a support or a second tier role to the front line police officials. Although they primarily work with first tier police officials, they also come into contact with

the community, as they have to deal with suppliers, service providers and members of the community wanting to apply for liquor licenses, firearm licenses, public driver permits, and police clearance certificates, to name but a few services rendered to the public (South Africa, 1995). These situations often create opportunities for police officials to be corrupted and police corruption to take place, as all levels of police officials as well as civilian personnel could potentially come into contact with persons wanting to take advantage of the said police official's constitutionally imparted powers.

Corruption is appalling to the wider public and has a negative impact on the persons in dire need of police assistance, as they will consequently rather remain silent than report their complaints to the SAPS (Joubert, 2010:185-186). The huge toll that this form of corruption takes on the character of the SAPS creates the impression in the collective mind of the community, that all police officers are dishonest and corrupt. This is evident in the South African Police Service's Corruption and Fraud Prevention Strategy (South African Police Service, 2004), where it is stated that "The cost of Corruption and Fraud to the SAPS is substantial; however, the financial cost pales in significance when compared with the cost to the integrity of every SAPS personnel member in the eyes of the Community we serve."

This situation is problematic in South Africa as it causes the community to lose trust in the ones who are by law instituted to protect and serve them. When this happens, communities start to take the law into their own hands, causing vigilante groups or a phenomenon known as "kangaroo courts". The difficulty with such behaviour is that there are no rules or regulations to govern or guide these groups on how to treat the alleged perpetrators. Taking the abovementioned into consideration, it is evident that police corruption constitutes a severe concern to the efficient and effective service delivery within the SAPS.

1.4 RESEARCH OBJECTIVES

The study's research objectives are divided into a primary objective and secondary objectives.

1.4.1 Primary objective

The general objective of this research study is to assess the perceptions that the community, living within the Potchefstroom accounting area in the North-West Province,

have regarding the level of service delivery that they receive and the prevalence of police corruption within their areas.

1.4.2 Secondary objectives

The secondary objectives of this research are to:

- Investigate the influence of unethical behaviour on service delivery by the SAPS in the North-West Province, and
- To make recommendations to the management of the SAPS in the North-West Province regarding control and prevention of said influence of unethical behaviour on its service delivery.

1.5 RESEARCH QUESTIONS

Once the problem or research topic has been identified, it is essential to focus on the research. This means that the research must zone in on particular questions to be answered that specifically relate to the topic. Defining the research question is vital because it provides direction for the study and allows the researcher to make sure that the study addresses the essential and appropriate issues that will enable educated decision-making and conclusions.

For the purpose of this study, the pertinent question is, “What is the perception of service delivery by the SAPS in the North-West Province?” Once the, what and the why of the study has been broadly established, it is necessary to further narrow it down into specific questions that need to be answered.

1.6 RESEARCH HYPOTHESIS

During speculating the outcome of a research study, researchers create statements called research hypotheses. Research hypotheses can be seen as statements generated by researchers as they wonder upon the result of an experiment or something being researched (Welman *et al.*, 2012).

- H_0 = The perception of unethical behaviour by SAPS employees has a positive effect on service delivery in the North-West Province
- H_1 = The perception of unethical behaviour by SAPS employees has a negative effect on service delivery in the North-West Province.

1.7 RESEARCH METHODOLOGY

In essence, research methodology is a term used to indicate the science of how the research is being conducted in a scientific manner. It helps to understand the process being followed during the research and not only the end product of the research.

1.7.1 Research approach

This study focuses on the current situation being experienced or perceived by the public concerning the levels of police corruption within the chosen focus area. A descriptive research approach will therefore be used.

Quantitative research mostly falls into two zones, namely studies that refer to events and studies directed at ascertaining implications or underlying relationships. Descriptive research is directed at discovering the “what is”, thus observational as well as survey approaches are often used to collect descriptive data (Welman *et al.*, 2012). Focusing on the influence and perceptions at a certain point in time, a cross-sectional study was deemed appropriate. The research prominence will be formalised, standardised and pre-set reply options in the form of a structured questionnaire will be supplied. These questionnaires will be self-administered to large numbers of respondents, as the study covers a specific accounting area in the North-West Province, namely Potchefstroom, Ikageng, Ventersdorp, Buffelshoek and Klerkskraal.

This study will be quantitative in nature as a result of the above mentioned large number of respondents and type of questions that will be used. Quantitative research is the formal, unbiased, methodical process in which statistical data is used to acquire information about the world around us (Welman *et al.*, 2012).

This method is used to:

- describe variables,
- examine the relationships among variables, and
- determine cause-and-effect interactions between variables.

This study into the influence of unethical behaviour on service delivery within the North-West Province will be quantitative in nature, as structured questionnaires will be used. The questionnaire will be specifically designed by the researcher to ensure that the different questions focus only on the objectives of the planned research. To ensure comparability of responses, it was necessary to make use of structured questions. The

questionnaires will be administered by the researcher himself. Data analysis will be done by grouping the data into two different categories and units of coding. As such, the completed questionnaires were captured and analysed quantitatively.

The cross-sectional design or study is an eloquent study in which principle groups or cohorts are measured at the same time in a given population (Welman *et al.*, 2012:95). This can in effect be seen as a so called "snapshot" of the regularity and appearances of something in a population at a specific point in time.

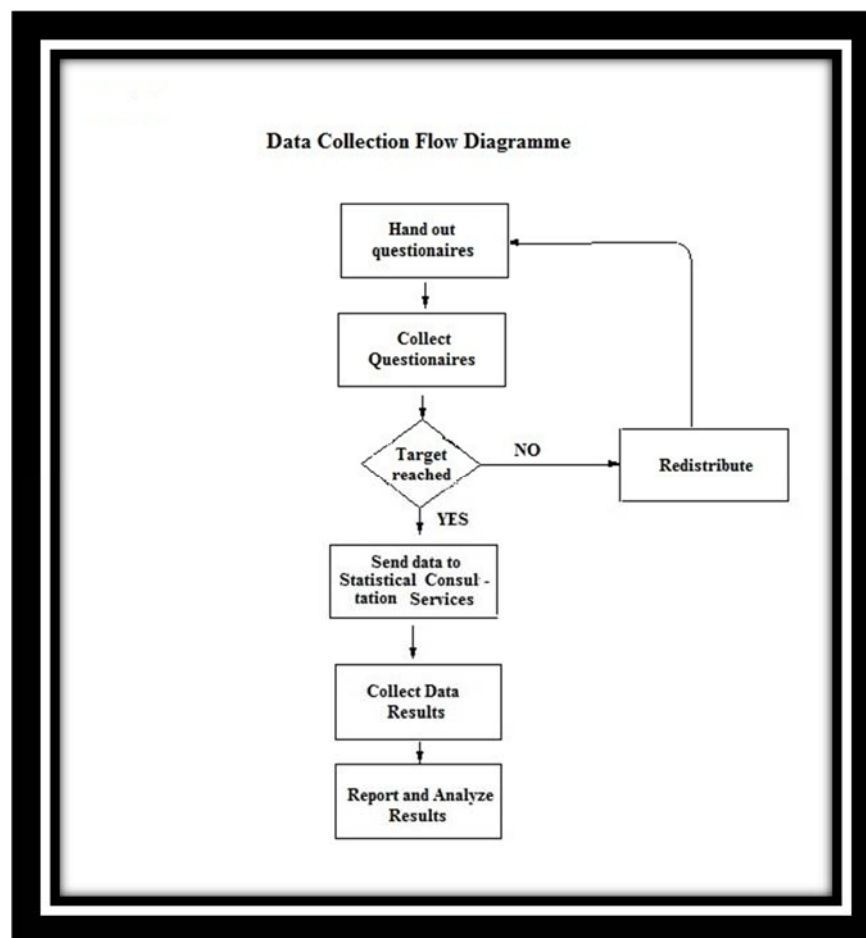
A longitudinal design or study on the other hand is an observational investigation in which data is collected from the same issue or individuals repetitively over a period of time. These types of research projects can spread over years or even decades (Welman *et al.*, 2012:95). Taking the above-mentioned information regarding cross-sectional and longitudinal studies into consideration, this study will be cross-sectional in nature, as the data will only be collected once, analysed and reported on and will not be directed towards the same individuals repeatedly over a period of time.

1.7.2 Research methodology

The nature of the data collected will be a set of questions relating to the perceived levels of service delivery experienced by the unit of analysis and a set of questions relating to the perceived level of police corruption experienced or witnessed by the same unit of analysis. These questions will be administered in the form of structured questionnaires. The questionnaire will be specifically designed by the researcher to ensure that the different questions only focus on the intentions of the planned research being undertaken. To ensure comparability of responses it was necessary to make use of structured questions.

The measuring instrument contains three (3) sections. Section A consists of the necessary biographical information needed for statistical purposes, Section B consists of sixteen (16) questions relating to service delivery, and Section C consists of seventeen (17) questions relating to police corruption.

Figure 1.1: Data Collection Flow Diagram



(Source: Own compilation)

Phase 1 of the data collection process will consist of the researcher joining the Community Policing Forum meetings, held in each of the policing precincts on a monthly basis. At these meetings, that are representative of the different communities, the researcher will explain the purpose and nature of the research to ensure buy-in from the community. The questionnaire will also be discussed at these meetings to ensure that there are no misunderstandings relating to the questions.

Phase 2 of the data collection process will be the collection of the completed questionnaires. In the event that the researcher does not reach his target of between 300 to 500 questionnaires, more questionnaires will be distributed at further meetings to ensure that the target is reached.

Phase 3 of the process will be to submit the questionnaires to the Statistical Consultation Services of the North-West University to commence with the statistical analysis of the data.

Phase 4 will commence once the report is received back from the Statistical Consultation Services and the reporting and analysis of the findings, along with the recommendations can be made as part of the dissertation.

1.7.3 Literature review

In Phase 1, a broad literature review regarding the influence of unethical behaviour/conduct on service delivery within the North-West Province will be done. The sources that will be consulted include:

- **Various journals such as:**

Police Quarterly,

Oxford Journals (Policing / Law),

American Psychological Association – Law and Human Behaviour.

- **Various applicable books such as:**

Levitt, L. 2010. NYPD Confidential: Power and corruption in the country's greatest police force. New York: Thomas Dunne Books/St. Martin's Griffin.

- **Various NWU library resources and online databases such as:**

Google Scholar

EBSCOHost

SAePublications

- **Various organisation specific publications such as;**

South African Police Annual Performance Plans,

South African Police Service Corruption and Fraud Prevention Strategies,

South African Police Service Strategic Plans

1.7.4 Empirical investigation

1.7.4.1 Study population

A unit of analysis is the simplest and most rudimentary component of a research project. It is the major object that is investigated in a study, in other words the “who” or the “what” (Welman *et al.*, 2012:60). The research project comprises of a specific population, which consists of all the units of analysis concerning the deductions or conclusions that the researcher would like to reach and do not favour one unit of analysis over another (Welman *et al.*, 2012:60). This could include individuals, groups, societal groups and community objects. In this case the unit of analysis will be the respondents or individuals older than 18, living within the policing precinct of the Potchefstroom accounting area, comprising of SAPS Potchefstroom, SAPS Ikageng, SAPS Ventersdorp, SAPS Buffelshoek as well as SAPS Klerkskraal, with the objective to obtain their (the community’s) views and opinions on the influence of police corruption on the service delivery of the said policing precincts.

A sample is the components of the population being investigated and sampling is the method used to draw these components from the population. It is necessary for researchers to draw samples, because although it might be in theory possible to collect data from the whole population but the total cost would inhibit it (Saunders *et al.*, 2009:212).

Sample size is the choice of a detachment of components from the larger collection of the specific population. With a population in the selected policing precinct, which is in excess of 200 000, a sample size of 300 to 500 will be adequate to reach a conclusion regarding the primary research question and to make the necessary recommendations.

There are basically two sampling techniques available (Saunders *et al.*, 2009:213):

- Probability sampling; and
- Non-probability sampling.

In the case of probability samples, the possibility, of each instance being chosen from the specific population is known and is typically alike for all circumstances. This means that it is conceivable to answer all the chosen research questions. Thus, probability sampling is frequently related to survey strategies (Saunders *et al.*, 2009:213).

The actual size of the population group being targeted, according to the latest published information, is 240 035 (StatsSA, 2011), with a total of 117 118 for SAPS Ikageng, 59 416 for SAPS Ventersdorp, 55 196 for SAPS Potchefstroom, 4 178 for SAPS Klerkskraal, and 4 127 for SAPS Buffelshoek. The researcher has set a target of 400 questionnaires to be distributed for the collection of the data. The total of questionnaires per area was allocated according to percentages based on the census population as indicated in Table 1.1, below.

Table 1.1: Census Population

Census Population							
Station	Population	Actual % of total population		Rounded % of total population		Adapted figures to accommodate 400 questionnaires	
Buffelshoek	4127		1.72%		2%		7
Ikageng	117118		48.79%		49%		195
Klerkskraal	4178		1.74%		2%		7
Potchefstroom	55196		22.99%		23%		92
Ventersdorp	59416		24.75%		25%		99
<u>240035</u>		<u>100.00%</u>		<u>100%</u>		<u>400</u>	

(Source: Adapted from information received from Statistics SA)

As previously indicated, the unit of analysis will be found in the geographic area relating to the policing precinct of the Potchefstroom accounting area, consisting of SAPS Potchefstroom, SAPS Ikageng, SAPS Ventersdorp, SAPS Buffelshoek as well as SAPS Klerkskraal. All information on the unit of analysis is available in the public domain as the figures used to determine the actual population size of the different policing precincts are available at Statistics South Africa.

Gaining access to the specific unit of analysis should not be problematic as the researcher has access to the different policing precincts, due to the fact that the researcher is employed by the South African Police Service within this specific accounting area. Permission to conduct the research however had to be obtained from the National Commissioner of the South African Police Service, via the Provincial Commissioner of the North-West Province's Strategic Management section. This should also not be problematic as the South African Police Service encourages their members to further their studies and actively support commanders by giving access to and assisting in any

research being undertaken by its employees. The approval for this study is attached as Appendix 1.

This unit of analysis was chosen specifically due to its location and convenience of access, as the researcher lives and is employed in the specific accounting area. The use of a different unit of analysis would also be feasible as there are 11 similar accounting areas within the North-West Province. The information needed to reach a conclusion through answering the primary research question could be obtained from any of these accounting areas, as the perceived influence on service delivery within the accounting areas within the North-West Province would be similar.

1.7.4.2 Statistical analysis

The following would be pertinent quantitative data can be evaluated in a range of different ways and is helpful in assessment because it offers quantifiable and easy to understand results. Before analysis can be started, the level of measurement connected to the quantitative data must be found. This level of measurement can affect the type of analysis that could be used.

The four levels of measurement are:

- Nominal (e.g. Male or Female),
- Ordinal (e.g. Shirt size, Small, Medium, and Large)
- Interval (e.g. Temperature, degrees Celsius), and
- Ratio or scale (e.g. Height, Age, Weight).

Things measured on a Likert scale, rank your agreement on a scale of 1-5, or even 1-7.

1 = Totally Disagree,

2 = Disagree,

3 = Neutral,

4= Agree, and

5= Totally Agree.

After the levels of measurement have been identified, some of the quantitative data analysis procedures outlined below can be used:

- Data tabulation, such as frequency distributions,
- Descriptive data,
- Data disaggregating, and
- Moderate and advanced analytical methods.

Data tabulation gives the researcher a broader picture of what the data looks like and also helps to identify any patterns that may be present. Descriptive data refers to the calculations that are used to describe the data, such as mean, median, and mode. Once the data has been tabulated, the information can be further disaggregated between the different variables and even within the variables. What is meant by moderate and advanced analytical methods are the more complicated analytical procedures such as correlations, regression models, and the analysis of variances. These procedures usually are done with the use of computer software, such as the Excel add-in, PHStat.

To calculate the reliability, correlation coefficients, validity, construct uniformity and predictive partiality of the measuring instrument, programs such as Statistica can also be used. This program and add-ons within Excel, namely the Data Analyses Toolpack can also be used to analyse the descriptive statistics, such as the means, standard deviations ANOVA, t- and p- tests and kurtosis. The Cronbach alpha value can be utilised to determine the consistency of the questionnaire that will be used.

1.8 SCOPE OF STUDY

The scope of a study denotes the constraints under which a specific study will be functioning. It is important to define exactly what is and what is not going to be studied, as clearly as possible, as well as what elements are within the known range of the study. This study is concerned with assessing some selected dimensions of police service delivery within a specific accounting station policing precinct, consisting of Potchefstroom, Ikageng, Ventersdorp, Klerkskraal and Buffelshoek. As such, all other policing precincts not named here are excluded from the study. The data analysis will be done by way of questionnaires that were handed out to respondents living in these areas. Therefore, people who frequent these areas or work there, but do not live in these areas are disqualified from taking part in this study. The study also concentrates on the different

forms of police corruption and thus did not explore general criminality perpetrated by police officials.

1.9 LIMITATIONS OF STUDY

Limitations are problems and incidences, out of the researcher's control which arise during a study and limits its extensivity. It can sometimes have an effect on the end results and conclusions being drawn. As discussed in Chapter 3, during the data collection phase of this study, time constraints played a minor role in the handing out and collection of the questionnaires. A further difficulty experienced was that, due to reasons outside the scope of this study, the communities of Ikageng and Ventersdorp did not buy into the process as was hoped. Chapter 3 makes reference to the possible reasons for this. Although these difficulties were perturbing, they did not affect the study negatively in any way or manner. It in fact helped to confirm the research hypothesis, being that there is a very real negative influence that police corruption has on service delivery within this specific accounting area. Exact figures regarding the occurrence of police corruption is very hard to find, as these corrupt acts have a tendency to take place in secret and policing organisations have slight to no incentives to distribute information about corruption within their own ranks.

1.10 SIGNIFICANCE OF THE STUDY

As with any research being conducted, the fundamental value of this study would be to expand the current knowledge base relating to unethical behaviour or conduct by police officials, specifically that of police corruption. As there is a knowledge gap relating to certain policing issues, having the research questions answered will add managerial value to the SAPS' management of the North-West Province as well as the accounting area being studied. This study will develop an understanding of the communities' perception and the influence of unethical behaviour or conduct on the service delivery within the specific accounting area policing precinct. In addition this study will be a valuable tool to accentuate the prevailing problem, and perhaps discourage police officials from becoming involved in unethical undertakings, as it will stimulate cognizance about the consequences thereof. Cases reported against SAPS employees are discussed in more detail in Chapter 2.

1.11 ETHICAL CONSIDERATIONS

Conducting research on a sensitive issue within the organisation where the researcher is employed poses various complex and particular concerns. The key concern would be that the researcher is in fact an insider within the service delivery department being investigated and as such is directly involved with all levels of personnel working in this environment. An additional problem could be that, what appears as normal to the researcher, being an insider, may in fact not be normal to other individuals and as such not be given the due diligence it deserves. It would therefore be of utmost importance to formally request and receive permission to perform the indicated research and to abide by and uphold firm ethical standards at all times (Bell, 2010).

1.12 CHAPTER LAYOUT

The chapters in this mini-dissertation are presented as follows:

Chapter 1: Nature and scope of the study

This chapter of the study consists of the actual nature and scope of the study, clarifying the introduction and background of the dissertation.

Chapter 2: Literature review

The literature review or study is a dialog of the research design and the research methods that were used in carrying out the investigation. The literature review brings about a discussion of the phenomenon of police corruption and the role it plays on service delivery. The method applied as well as the measuring instruments used are discussed.

Chapter 3: Presentation of results

This chapter offers a representation of the analysed research findings. After a systematic argument on police corruption, the influence it has on service delivery and a discussion over the questionnaire used, Chapter 3 offers the research design in detail. This chapter entails general discussions on the population and the sample that was selected for the research. It also reports on the data collection methods, as well as the devices used for the statistical analysis of the data.

Chapter 4: Conclusions and Recommendations

Chapter 4 holds a concluding argument relating to the results and recommendations of the study. This chapter offers, in the form of graphs and tables, the results subsequent to the statistical analysis. It also provides detailed explanations thereof.

1.13 SUMMARY

Police officials need to know the influence their unethical behaviour or conduct has on the communities they serve. This study aims to investigate just that. In summary, taking the above-mentioned into consideration, it is evident that unethical behaviour or conduct by police officers constitutes a severe concern for the efficient and effective service delivery within the SAPS.

This chapter offers an outline of the South African Police Service (SAPS), by taking a look at its inception, its troubled years throughout the apartheid era, its transition into South African democracy, to where the SAPS finds itself at present. This chapter further outlines the notion of unethical behaviour or conduct by police officials, taking a specific look at police corruption.

The SAPS celebrated its centenary year in 2013, and over the preceding 20 years up to this point in time, have accomplished to some extent to successfully alter itself from a once feared and often hated police force into a police service (SA History, 2017). Corruption in both the private and public sectors during this period though, attracted widespread mass media attention. A report by the trade union Solidarity, reports on the nine corruption scandals that have cost the South African taxpayer more than the total amount spent on the home of President Zuma (Fin24, 2017).

This report lists the SAPS as scandal number four, giving examples such as ten SAPS members from the Parow police station that were arrested in the latter part of 2014 on charges of bribery and corruption and the arrest of six police officials from three different provinces on suspicion of corruption by the Hawks early 2015. A further example is that of the embattled suspended national police commissioner, Riah Phiyega, who stood accused of tipping off Western Cape police commissioner, Lieutenant General Arno Lamoer, concerning a corruption probe against him. It was stated in an article (Corruption.Net, 2012) in 2012, that 600 police officers were arrested in Gauteng alone.

The frequency of these reports in the mass media would appear to be an indication of corruption being inescapable in South African culture, however perceived or real it might be. This exposure, specifically corruption in the public sector, highlights the importance of corruption as an essential and noteworthy subject matter.

The Potchefstroom accounting area policing precinct is an important area for good governance in the North-West Province, as it houses the Provincial Head Office of the SAPS as well as many other National and Provincial SAPS units. A negative image of the police in this precinct could send the wrong message to the rest of the province as well as to the National Head Office.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

From the discussions in Chapter 1, it is clear that there is a relationship between corruption in South Africa and policing, and since the SAPS is the primary agency in upholding the law, this is a worrisome state of affairs. In addition to the questionnaires, this study draws on a variety of literature relating to police corruption in South Africa as well as from abroad. This chapter offers a more in-depth look at the different forms of corruption in a policing context - what it is and how it impacts on the SAPS and the South African environment. There will also be a discussion of the various laws and bodies governing anti-corruption, comparing South Africa to the rest of the world.

2.2 CORRUPTION IN GENERAL

As discussed in Chapter 1, corruption can be seen as a wrongful act perpetrated by anyone, who directly or indirectly accepts or offers to accept any gratification from anyone, whether it was for his or her own benefit or for that of anyone else. For the purposes of this study, emphasis will be placed on corruption in a policing context.

2.2.1 Cost of corruption

There is a growing consciousness relating to the cost of corruption as is ever increasingly recognised in international literature as well as media reports around the globe. A local Sunday newspaper article argued that corruption costs South Africa's gross domestic product (GDP) at least R27m annually, robbing the country of up to 76 000 potential jobs (Anon, 2017:2). In another article, the current police minister stated that suspended senior police officials cost the South African taxpayer millions of rand each year. These suspensions are due to alleged murders, fraud and those deemed to be unfit to perform their duties. He continues to name examples such as Riah Phiyega, one of the SAPS' previous National Commissioners, whose suspension cost the taxpayer R1.9m in salaries while she was on suspension, and the Claassen Commission that investigated the Marikana incident costing nearly R160m (heraldlive.co.za, 2017). As noted from these examples, corruption hampers economic development, impedes good governance and wears away stability and trust in government. The National Planning Commission's (2011) Diagnostic Report that lists corruption as one of the nine major challenges that South Africa is facing, indicates that it is evident that national awareness towards corruption is changing.

2.2.2 Behaviour

International literature put forward that from a historic perspective, corruption or unethical behaviour might be influenced by a wide range of variables such as:

- the availability of resources,
- culture,
- religion,
- inequity,
- public institutions' quality of service,
- the size of government, development level, and
- Current economic conditions.

Changes in a police official's conduct could indicate possible corrupted behaviour, which could be related to the organisation's subculture. Subcultures are clusters of people within a larger group or culture that have the same shared beliefs and attitudes. Police officials share rules and customs which shape their behaviour. This so-called shared behaviour can be ascribed to the following paradigms (Belmonte: 2015):

- Psychological – this paradigm suggests that a person's behaviour is shaped during that person's early formative years. These people tend to be authoritarian in nature and are characterised to be more traditional, antagonistic, pessimistic, and set in their ways (Dunham and Alpert, 2010:266).
- Sociological – this paradigm suggests that a person's behaviour is shaped by individual exposure to an environment, such as the police training academy. This suggests thus that police officials learn how to behave and think from their shared experiences (Dunham and Alpert, 2010:266).
- Anthropological – this paradigm suggests that the police culture makes police officials distrustful towards the communities that they serve due to the fact that their shared experiences, beliefs and norms are different from those of the community (Dunham and Alpert, 2010:266).

2.3 CORRUPTION IN A POLICING CONTEXT

Corruption, as discussed in Chapter 1, is a societal occurrence worth defining as it has detrimental consequences with a negative impact on any society. As the debate over a definition for corruption rages on, it is generally accepted that it relates to the exploitation of public power for personal gain. Most people associate corruption with bribery, where illegal payments are made to someone in a position of power in return for something that would not have taken place if that payment had not been made (Morris, 2011:10). Corruption is a word symbolising deceitful or illegal profits and also means the impairment or the spoiling of a person or his or her hopes (Bosman, 2012:3). Corruption however does not end with bribery, it also relates to kickbacks, extortion, graft, embezzlement, and fraud. Beyond these acts, corruption could also consist of acts such as nepotism, favouritism and conflicts of interest (Morris, 2011:10). In a policing context it concerns misconduct perpetrated by police officials, where they end up breaking their constitutional contract and subsequently abusing the powers bestowed upon them for personal gain or for that of the organisation (Scaramella *et al.*, 2011:458). This type of corruption can be limited to one single police official or be as wide as a whole unit, station or group of police officials. Police corruption can take on many different forms. Below follows a more detailed discussion relating to this phenomenon.

2.3.1 Bribery

In an attempt to influence a police official in the performance of his or her duties, they may sometimes be offered something of value (Gaines and Kappeler, 2015:408). Scaramella *et al.* (2011:453) state that bribery comprises of police officials not taking any action in exchange for monetary remuneration. These statements and the discussion above, indicates that bribery takes place when illegal payments are made to a person in a position of power to do or not to do something which he or she would have done differently, had that payment not been made (Morris, 2011:10). Bribery also involves nepotism and the delegation of authority according to self-interest rather than according to merit (Wraith and Simpkins, 2011:56).

2.3.2 Kickbacks

Kickbacks function much in the same manner as bribes, in that an illegal payment of some sort is made, but the payment is made after the completion of the service (Morris, 2011:10). Kickbacks can also be seen as receiving something, usually money, for

personal profit due to the referral of business to certain persons or enterprises (Newham and Faull, 2011:6).

2.3.3 Extortion

The act of extortion is where a police official threatens to make use of, or abuse his or her constitutionally mandated powers to persuade someone to pay a bribe (Morris, 2011:10). In other words, extortion refers to an unlawful extraction of money or some form of favour by means of force or intimidation.

2.3.4 Graft

While the corrupt acts of bribery, kickbacks and extortion involves interactions between officials and the public, graft relates to officials acting on their own to misappropriate public funds or divert the use thereof (Morris, 2011:10). Thus, graft can be seen as the procurement of illegal profits of fraudulent financial gains. Graft, is sometimes also referred to as classic corruption, it is usually consensual in nature, and comes in various forms:

- Shakedowns, and
- Ticket fixing.

Ticket fixing relates to the act of police officials cancelling or arranging for tickets to be cancelled as a favour to friends or family members. Shakedowns relates to the accepting of bribes for not pursuing a felonious abuse (Newham and Faull, 2011:6).

2.3.5 Embezzlement

Embezzlement, as with graft, relates to officials acting on their own to misappropriate public funds or divert the use of those public funds (Morris, 2011:10). Embezzlement can also be seen as the illegal diversion of money and other resources for one's own use.

2.3.6 Fraud

Fraud is closely related to graft, but refers to the intricate and resourceful schemes by officials to misappropriate public funds (Morris, 2011:10). In the act of fraud, corrupt officials might often have outside accomplices, and could include acts such as:

- creating fake companies,
- creating "ghost" employees on the payroll,
- over billing the state on contracts, or

- Fixing the books, to hide the misappropriation of public funds.

Fraud can thus be seen as any form of misrepresentation done to obtain an unfair advantage by giving or receiving false information to one's advantage (South Africa, 2004).

2.3.7 Trafficking

Trafficking happens when a police officer deals or trades in something illegal, such as drugs (South Africa, 2004).

2.3.8 Subversion of justice and good governance

The subversion of justice and good governance constitutes any form of interference by a police officer in the course of justice (South Africa, 2004).

2.3.9 Nepotism, favouritism and conflict of interest

These acts are related to the illegal channelling of public-sector positions and benefits to family members or friends of the officials, or any other person, to the benefit of the decision-maker's own interests (Morris, 2011:10). Nepotism is also seen as the showing of special favours to one's own relatives and friends to the detriment of their competitors in for example the procurement process when securing contracts (South Africa, 2004). Favouritism or cronyism, as it is also referred to, is the act of appointing a friend or associate to a position of authority without proper regard to their qualifications (South Africa, 2004).

2.3.10 Procedure corruption

Procedure or process corruption refers to police officials contravening the processes or rules of the SAPS in order to attain some form of advantage, not always for their own benefit though (Scaramella *et al.*, 2011:458). This could include not informing suspects of their legally mandated rights or not allowing suspects access to legal representation (Newham and Faull, 2011:6). This form of corruption could also include the harassment of SAPS employees as well as discrimination or favouritism regarding promotions (Gaines and Kappeler, 2015:406). Additionally, procedure corruption is when suspects are not informed of their democratic rights or are denied rights such as their free telephone call or access to legal advice (Newham and Faull, 2011:6).

Another form of procedure corruption is called noble cause corruption or the frame-up. This is when police officers act illegally, not for personal gain though, but to fulfil moral obligations, similar to the view point: “the end justifies the means”. It is also aptly called a frame-up, as it involves police officials planting or adding evidence to prove someone’s guilt or innocence (South Africa, 2004).

2.4 EXAMPLES OF POLICE CORRUPTION

The following are two practical examples of closed cases which were of public interest, indicating just how easily corruption can penetrate any level of an organisation on a daily basis.

Employees of the SAPS became involved with a certain petrol station owner. They would make use of a fuel card to purchase small quantities of fuel for their official vehicles, but the petrol station would then invoice the State for a full tank of fuel. The SAPS employees would then share in the illegal gains received from the fraudulent transaction (South African Police Service, 2016:5).

A high-ranking SAPS employee made use of the SAPS’ official toll-gate book for his personal journeys. This employee would, while making use of his private vehicle for the said journeys indicate an official SAPS vehicle number as well as a matching registration number on the toll-book entries enabling free pass through the toll gates (South African Police Service, 2016:5).

2.5 REGULATORY CHARTER, STATUTORY AND TREATIES

In order to deal with illegal acts or crimes and to uphold law and order in any country throughout the world, there has to be a system of laws and regulations that governs. All crimes (of which corruption is but one) constituted by way of legislation, is called statutory offences and as such form part of the statutory law (Joubert, 2013:4).

The anti-corruption charter available to investigators of corruption in South Africa can be grouped in the following manner (Public Administration Leadership and Management Academy, 2010:118):

Regulatory Charter:

- The Public Service Anti-Corruption Strategy,
- The Local Government Anti-Corruption Strategy,
- The National Anti-Corruption Programme,
- The Different Departments' Codes of Conduct,
- The Financial Disclosure Frameworks, and
- Government's Procurement Policies.

Domestic Statutory Legislation:

- The Constitution of the Republic of South Africa, Act 108 of 1996,
- The Criminal Procedure Act, 51 of 1977,
- The Prevention and Combating of Corrupt Activities Act, 12 of 2004,
- The Promotion of Access to Information Act, 2 of 2000,
- The Promotion of Administrative Justice Act, 3 of 2000,
- The Protective Disclosure Act, 26 of 2000,
- The South African Police Service Act, 68 of 1995 as amended by the South African Police Service Amendment Act, 57 of 2008,
- The Public Finance Management Act, 1 of 1999 as amended by the Public Finance Management Amendment Act, 29 of 1999,
- The Financial Intelligence Centre Act, 2001,
- The Prevention of Organised Crime Act, 121 of 1998,
- The Public Service Act, 103 of 1994,
- The National Prosecuting Authority Act, 1998, and
- The Independent Police Investigative Directorate Act, 1 of 2011.

International and Regional Treaties or Conventions:

- The United Nations (UN) Convention against Corruption,
- The African Union (AU) Convention on Preventing and Combating Corruption, and
- The Southern African Development Community (SADC) Protocol against Corruption.

2.5.1 The Constitution of the Republic of South Africa

The Constitution is a set of important ideologies according to which the State is overseen. Any law or behaviour that is not consistent with its prescripts is invalid (South Africa, 1996). A noteworthy feature of the Constitution is the presence of the Bill of Rights (Joubert 2013). This Bill of Rights is included in Chapter 2 and imbeds the central rights of all the citizens of South Africa (Swanepoel *et al.*, 2014:2).

Section 205 (3) of the Constitution mandates police officials to (Swanepoel *et al.*, 2014:3):

- prevent, combat and investigate crime,
- maintain public order,
- protect and secure the inhabitants of South Africa and their property, and
- Upholds and enforce the law.

Police officials are entrusted with upholding the law. According to their code of conduct they are obligated to, in performing their duties, respect and protect these central rights of the citizens of South Africa as contained in the Constitution (Swanepoel *et al.*, 2014:22). Codes of conduct are expansive, vague and ambitious statements envisioned to aid in the translation of these normative structures (obligations to laws, rights and treaties/conventions) into clear values that guide the conduct of police officials and rationalise police oversight (Faull, 2017:2). The Constitution, in other words, provides the basis for the combating of corruption and promotes good governance, thus police corruption destabilises the principles of democracy and threatens the rule of law (Joubert, 2013:193).

2.5.2 The Public Finance Management Act and its Regulations

The Public Finance Management Act (PFMA) ratified the Treasury Regulations, setting out specific responsibilities for departments of the State on national and provincial level to investigate allegations and suspicions of corruption relating to public procurement (South Africa, 1999). The accounting officer, in terms of section 36 of the PFMA, who is the head of a government department, must investigate any and all allegations of corruption, unethical conduct, or a failure to act in accordance with the Supply Chain Management (SCM) system against any officer. To find justification, they must (South Africa, 1999):

- take the necessary steps against such a person,
- report these steps to the applicable treasury, and
- Report the said offence to the SAPS.

In ensuring that the integrity and credibility of the Supply Chain Management (SCM) system is not compromised, SCM officials may under no circumstances receive or accept any form of gift or hospitality, and must at all times assist accounting officers or authorities in combating corruption in the SCM system (South Africa, 1999).

2.5.3 The South African Police Service Act (SAPS Act)

The SAPS Act, Section 13(1), mandates police officials to perform their duties and functions as given to them by law (South Africa, 1995).

2.5.4 Strategic Plans of the SAPS

The SAPS is obliged, according to Chapter 5, Section 11 (2) of the SAPS act, to submit a strategic plan at the end of each financial year for the following financial year. The objective of this plan is to ensure that the SAPS stay on course in improving service delivery to the public across the country. Intensifying the combat against crime and corruption is one of the mayor priorities set for the SAPS in their strategic plan each year (South African Police Service, 2010:4).

2.5.5 Police powers and functions

In any country across the globe, an effective and efficient non-corrupt police force or service with dedicated police officials and criminal laws, criminal procedures as well as laws of evidence are needed to ensure that the State does not become lawless and descends into chaos (Swanepoel *et al.*, 2014:3). Guided by the Constitution, the SAPS play a key role in the effective functioning of these laws and as such the criminal justice system as a whole.

These powers and functions that are mandated on police officials, only advise that discretion be used in acting. Police officials should in other words consider very carefully what the implications of the use of these powers and functions will have on the persons that these powers and functions are applied to (Joubert, 2010:15). As the discretion of individual police officers are being entrusted with deciding how and when to act on these powers and functions, opportunities may arise for various forms of unethical behaviour if proper supervision and leadership is not adhered to (Dunn and Caceres, 2010). Foreseeing that these powers could be made misuse of, the Criminal Procedure Act limits under which circumstances these powers may be acted upon (Joubert, 2010:20).

2.6 STATE AND PRIVATE SECTOR CORRUPTION FIGHTING BODIES

In fighting corruption, South Africa has embraced a multi-faceted approach. This approach includes a number of government institutions and commissions, as well as some private sector organisations with the mandate to find, investigate and report on corruption. These organisations are, the:

- South African Police Service,
- National Prosecuting Authority,
- Public Protector,
- Directorate for Priority Crime Investigation,
- Asset Forfeiture Unit,
- Special Investigating Unit,
- Financial Intelligence Centre,
- Auditor-General,
- Public Service Commission, and
- Independent Police Investigative Directorate.

2.6.1 The South African Police Service

The SAPS is a government department, acting independently in terms of the South African Police Service Act as well as Sections 205 through 208 of the Constitution (Swanepoel *et al.*, 2014:109). The Prevention and Combating of Corrupt Activities Act (PCCA) directs all persons living within South Africa to report any cases of corruption to the police, as they are legally obliged by the Constitution to investigate all criminal activities (Public Administration Leadership and Management Academy, 2010:104).

2.6.2 The National Prosecuting Authority

The National Prosecuting Authority (NPA) is a crucial partner in the criminal justice system and was formed in terms of Section 179 (1) of the Constitution and the National Prosecuting Authority Act (Swanepoel *et al.*, 2014:118). The NPA has numerous specialised units, such as the Witness Protection Unit, the Specialised Commercial Crime Unit, and the Asset Forfeiture Unit (AFU), under its control and acts on behalf of the State in bringing about criminal proceedings (South Africa, 1998).

2.6.3 The Public Protector

The mandate of the Public Protector (PP) is to probe any misconduct relating to public administration or state affairs where wrongdoing is suspected. Any resident of South Africa can report incidents concerning unfair conduct or improper behaviour relating to government abuse of power or maladministration, to the Public Protector's office. The Public Protector can only probe reported cases, but cannot prosecute anyone in terms of their investigations (Public Administration Leadership and Management Academy, 2010:103).

2.6.4 The Directorate for Priority Crime Investigation

The DPCI, also known as the "Hawks", falls within the sphere of the SAPS and is mandated to focus on the management, investigation and fighting of serious crimes, such as serious cases of corruption, serious cases of organised crime and serious cases of commercial crime (South African Police Service, 2004).

2.6.5 The Asset Forfeiture Unit

As previously indicated, the AFU forms a subdivision within the NPA. It was formed to implement Chapters 5 and 6 of the Prevention of Organised Crime Act. These chapters allow for the seizure of any assets that were used in criminal activities (South Africa,

1998). The AFU cannot in itself institute prosecution, but works as a support function to the NPA (Swanepoel *et al.*, 2014:120).

2.6.6 The Special Investigating Unit

Established by the President of South Africa, the Special Investigating Unit (SIU) is an autonomous legal body that conducts investigations and reports directly to the President on the outcome of said investigations. Through quality forensic investigations, the SIU investigates serious cases of maladministration and corruption (Department of Public Service and Administration).

The SIU only investigates and reports their findings. If evidence is found of any maladministration or corruption, they will refer the case to the NPA for prosecution (Public Administration Leadership and Management Academy, 2010:103). An example of one of the SIU's successes is the discovery of 900 SAPS officials that were ultimately found guilty of fraud relating to welfare allowances. The guilty officials were ordered to repay the defrauded moneys with interest (Pauw, 2010).

2.6.7 The Financial Intelligence Centre

In terms of the Financial Intelligence Centre Act, the Financial Intelligence Centre was created in an attempt to combat money laundering in South Africa. This centre receives all cases of suspicious financial transactions (South Africa, 2001).

2.6.8 The Auditor-General

As mandated by Section 181(1) (e) of the Constitution, the Auditor-General's (AG) office has to audit and report on all national and provincial departments, municipalities or any other institution that are required by law to have their accounts, financial statements, and financial management audited. It also has to investigate corruption and serious maladministration (Public Administration Leadership and Management Academy, 2010:103).

2.6.9 The Public Service Commission

In terms of Section 196 of the Constitution, the Public Service Commission was established to be an independent and impartial body that seeks and enhances good governance within the public service. The functions and powers entrusted to the Commission include:

- Manage the National Anti-Corruption Hotline (NACH),

- Investigate the organisation and administration of the public service,
- Monitor the organisation and administration of the public service, and
- Refer cases to the relevant departments for investigation.

2.6.10 Independent Police Investigative Directorate

Previously known as the Independent Complaints Directorate (ICD), the Independent Police Investigative Directorate was established in terms of the Independent Police Investigative Directorate Act, and has to ensure independent oversight over the SAPS (Joubert, 2013:122). They are mandated to conduct independent investigations of all alleged criminal offences perpetrated by officials of the SAPS, including systemic as well as individual acts of corruption. Operating separately from the functions of the SAPS (Swanepoel *et al.*, 2014:367), the IPID does not only investigate allegations of corruption, but also cases of (Oosthuizen, 2013):

- Deaths in police custody,
- Deaths due to police actions,
- Discharges of police firearms,
- Rapes perpetrated by anyone while in custody,
- Rapes perpetrated by members of the SAPS,
- Alleged torture by members of the SAPS,
- Alleged assault by members of the SAPS, and
- All other matters that are referred to them.

2.7 SAPS REGULATIONS AND DISCIPLINARY DATA

The problem is that, despite all of these gatekeepers, corruption is still endemic as can be seen in Table 2.1 and 2.2 below. Codes of conduct are not enforceable by law. As a result of this, these codes of conduct depend on comprehensive structures of discipline and integrity management to hold police officials responsible for their conduct, or rather their misconduct. The South African Police Service Act, Act 68 of 1995, authorises the minister of police to ratify protocols to guide police work and the recruitment, appointment, transfer and promotion of police officials (South African Police Service, 1995).

The new SAPS disciplinary regulations came into effect on the 1st of November 2016 (Department of Police, 2016). The previous regulations dated from 2006 (Department of Safety and Security, 2006). The new regulations added 12 offences to those listed in the 2006 SAPS disciplinary processes.

Table 2.1 below illustrates, by type of misconduct, the number and percentage of SAPS officials accused between 2011 and 2016. These figures are all based on the 2006 regulations. During this period, the following four types of misconduct accounted for more than 60% of all disciplinary inquiries:

- Statutory as well as common law offences,
- Failure to comply with or the violation of an Act or a Regulation,
- Failure to carry out a lawful order, and
- Being absent from work without permission.

The most serious of these offences, statutory and common law offences include offences such as assault, fraud, housebreaking, robbery and murder. The following offences below, as listed in the 2006 regulations, are offences that warrant suspension without remuneration:

- **Aiding an escapee,**
- Arson,
- Robbery with aggravated circumstances,
- Assault with the intent to do grievous bodily harm,
- **Bribery,**
- **Corruption,**
- Dealing in narcotics,
- **Defeating the ends of justice,**
- **Extortion,**
- **Forgery,**
- **Fraud,**
- Hijacking,
- Housebreaking and theft,
- Kidnapping,
- Malicious damage to property,
- Murder,
- Rape,
- Terrorism, and
- Treason

The offences in bold lettering are the transgressions that relate to police corruption. The rest of the types of misconduct all relate to police officials disregarding or choosing to not conduct their chief operational tasks. The vulnerabilities of this disciplinary structure are very clear when it is deliberated in the setting of the 2012 Khayelitsha Commission of inquiry that took place to investigate the breakdown in the relationship between the community and the SAPS. This Commission was founded specifically due to residents feeling that their complaints relating to police misconduct and service delivery were falling on deaf ears or being ignored by the SAPS. As can be noted in Table 2.1, this might not be an isolated incident, but a countrywide occurrence.

Table 2.1: The number and type of SAPS disciplinary hearings, 2011 to 2016

SAPS disciplinary hearings, 2011 - 2016											
	Reason for disciplinary action	2011/2012		2012/2013		2013/2014		2014/2015		2015/2016	
		Number	%	Number	%	Number	%	Number	%	Number	%
1	Failure to comply with or the violation of an Act or an Regulation	425	14.7	476	15.1	491	16.5	353	14.2	566	12.7
2	Wilfully or negligently misused the funds of the State	12	0.4	14	0.4	4	0.1	11	0.4	20	0.5
3	Possessing or using the property of the state, another employee or that of a visitor without permission	89	3.1	71	2.2	96	3.2	67	2.7	97	2.2
4	Intentionally or negligently damaging or loosing state property	110	3.8	137	4.3	136	4.6	100	4	164	3.7
5	Putting the lives of others in danger by disregarding safety rules and regulations	20	0.7	15	0.5	13	0.4	12	0.5	24	0.5
6	Prejudised the administration or discipline of a department of the State	109	3.8	115	3.6	122	4.1	92	3.7	189	4.3
7	Misused his or her position as a police officer to promote or prejudice the interests of a political party	4	0.1	3	0.1	1	0	0	0	1	0.02
8	Received or accepted any form of compensation (monetary or otherwise) for performing his or her duties without written authority from the employer	1	0	1	0	3	0.1	0	0	3	0.07
9	Failed to carry out routine instruction or lawful order without reasonable cause	276	9.5	355	11.2	315	10.6	360	14.5	671	15.1
10	Absenteeism from work without permission	390	13.4	502	15.9	569	19.1	369	14.9	469	10.6
11	Sexual harassment	10	0.3	8	0.3	8	0.3	7	0.3	17	0.4
12	Unfair discrimination against another on the grounds of race, gender, disability, sexual orientation or other grounds as indicated by the Constitution	12	0.4	3	0.1	0	0	2	0.1	2	0.05

SAPS disciplinary hearings, 2011 - 2016 (cont.)											
13	Performed work in private capacity for compensation in or out of working hours without written authority by the employer	3	0.1	3	0.1	3	0.1	10	0.4	11	0.25
14	Being under the influence of intoxicating substance (illegal, habit-forming) including alcohol while on duty	117	4	148	4.7	120	4	74	3	87	1.96
15	Conducting oneself in an improper manner while on duty	98	3.4	65	2.1	75	2.5	66	2.7	130	2.9
16	Contravention of any code of conduct for the SAPS as prescribed	47	1.6	75	2.4	65	2.2	101	4.1	97	2.2
17	Encouraged other employees to conduct in contravention with acceptable procedure or unlawful conduct	0	0	0	0	0	0	0	0	2	0.05
18	Displayed disrespect, abusive or insolent behaviour towards others in the place of work	49	1.7	72	2.3	53	1.8	32	1.3	61	1.4
19	Victimisation or intimidation of other employees	2	0.1	3	0.1	2	0.1	3	0.1	8	0.2
20	Inhibiting other employees from joining or belonging to a trade union	0	0	0	0	0	0	0	0	0	0
21	Operated a money-lending scheme for employees from the premises of the SAPS or during working hours	0	0	0	0	0	0	0	1	0	0
22	In executing his or her duties gave a false statement or evidence	6	0.2	5	0.2	7	0.2	4	0.2	2	0.05
23	Falsified any documentation or any other records	13	0.4	13	0.4	12	0.4	10	0.4	17	0.4
24	Took part in any unlawful industrial or labour action	2	0.1	0	0	27	0.9	57	2.3	0	0
25	Committed a statutory or common law offence	1098	37.9	1059	33.6	846	28.4	747	30.1	1798	40.5
TOTAL		2900	100	3156	100	2980	100	2482	100	4443	100

(Source: Adapted from APCOF Policy Paper 17, February 2017)

Table 2.1 only mentions misconduct that gave rise to disciplinary hearings. Disciplinary hearings in the SAPS take place only when an allegation is deemed to be of a serious nature. Table 2.2 lists all the sanctions relating to the same period. Significantly, three types of sanctions, namely case withdrawn, not guilty and suspended dismissal accounted for roughly 50% of all disciplinary hearings during this period. As peer protection is a long-established part of organisational police culture (Reiner, 2010:12), whistle-blowing in the SAPS can be difficult. The 14% of cases withdrawn in 2015/16 might be as the result of a false accusation, or being withdrawn as the accuser changed his or her mind, or due to whistle-blowers being intimidated into withdrawing their

complaint. The 31.1% of not guilty sanctions does not necessarily mean that just about a third of all accused police officials were falsely accused and were in actual fact not guilty of misconduct. What is alarming however is the 12.2% of sanctions that were handed down in 2015/16 as “suspended dismissal”. This suggests that police officials were found guilty of misconduct deemed worthy of dismissal, but were allowed to stay on in the SAPS provided that they do not regress and are found guilty of any misconduct during the following six months after sanctioning.

Table 2.2: Number and type of outcomes of disciplinary hearings, 2011 – 2016

SAPS disciplinary hearing outcomes, 2011 - 2016											
	Outcome of disciplinary action	2011/2012		2012/2013		2013/2014		2014/2015		2015/2016	
		Number	%	Number	%	Number	%	Number	%	Number	%
1	Case withdrawn	864	15.6	507	8.7	827	13.7	756	14.5	622	14
2	Not guilty	1185	21.4	1641	28	1467	24.2	1266	24.4	1378	31.1
3	Verbal warning	80	1.4	126	2.1	72	1.2	51	1	40	0.9
4	Written warning	479	8.6	531	9.1	641	10.6	560	10.8	398	9
5	Final written warning	337	6.1	378	6.4	524	8.7	419	8.1	313	7.1
6	Corrective counselling	136	2.5	150	2.6	178	2.9	151	2.9	96	2.2
7	Suspended without pay	27	0.5	51	0.9	88	1.5	103	2	55	1.2
8	Suspended action	130	2.3	78	1.3	60	1	38	0.7	0	0
9	Suspended dismissal	792	14.3	791	13.5	664	11	638	12.3	539	12.2
10	Fine	978	17.7	1112	19	995	16.4	807	15.5	629	14.2
11	Demotion	0	0	0	0	0	0	0	0	0	0
12	Dismissal	532	9.6	496	8.5	537	8.9	409	7.9	361	8.1
TOTAL		2900	100	5861	100	6053	100	5198	100	4431	100

(Source: Adapted from APCOF Policy Paper 17, February 2017)

2.8 INTERNATIONAL VIEW OF CORRUPTION

Internationally, the police and the judiciary system are perceived to be the most bribery prone arms of the State (Global Corruption Barometer, 2016:3). Khazan (2013) indicates that in 2012 one out of every four people globally, reported that they have paid a bribe and that the police was the organisation most often on the receiving end of such bribes.

Each year Transparency International creates an index called the Corruption Perception Index (CPI). They assess the public sector of 176 countries and territories and give a score out of 100 (0 being highly corrupt and 100 being very clean). In the CPI for 2016, more than two thirds of the 176 countries scored below 50 and the average score globally were a measly 43 out of 100, indicating widespread corruption within these countries and territories' public sectors (Corruption Perception Index, 2016). The CPI results of 2016 points out an association between corruption and inequality. Corruption feeds off the imbalanced sharing of wealth and power in society, creating a vicious circle.

Countries in the lower half, scoring lower than 50 on 2016's CPI, are generally weighed down by unreliable and poorly functioning public establishments, such as the police and courts. Anti-corruption laws are, if in place, often skirted or ignored and the citizens of these countries are often faced with cases of bribery and extortion.

On the other hand, countries scoring higher than 50, tend to have more freedom of the press, more transparency about and access to information relating to public expenditure and autonomous justice systems. This however does not mean that these countries can be content and do not also suffer from conflicts of interest. Behind the scenes (closed-door) deals and inconsistent law enforcement can interfere with public policies and in the process aggravates corruption. Alarming, more countries' score declined than improved in 2016, indicating an urgent need for committed action to counter corruption globally. South Africa on the other hand showed consistency in this regard, with an ever so slight improvement over the period under investigation. The score for 2012 was 43, followed by a slight decline in 2013 to 42. The year 2014 saw a marked improvement with a score of 44, which stayed the same in 2015. The period under investigation ended with another improvement to a score of 45 in 2016, indicating that South Africa is doing something right to be able to show improvement year on year. Unfortunately the score is still well below the halfway mark of 50.

It is clear from the 2016 CPI that corruption is rife globally and hurts all countries, no matter what their perceived score is. Whether you reside in a developed or developing country, large city or small town, corruption in all its forms can become an enormous part of everyday life.

South Africa obtained a score 45 in the 2016 CPI, coming in at 64th position out of the 176 countries and territories being assessed. Although South Africa scored below 50 on the CPI, indicating that they are more corrupt than not, this score in itself would seem to be acceptable as South Africa scored better than most countries. To better understand how South Africa is performing though, one should compare SA to more specific groups and its closest trade allies, such as the so-called first world countries, groups such as the BRICS countries, and the closer to home SADC countries.

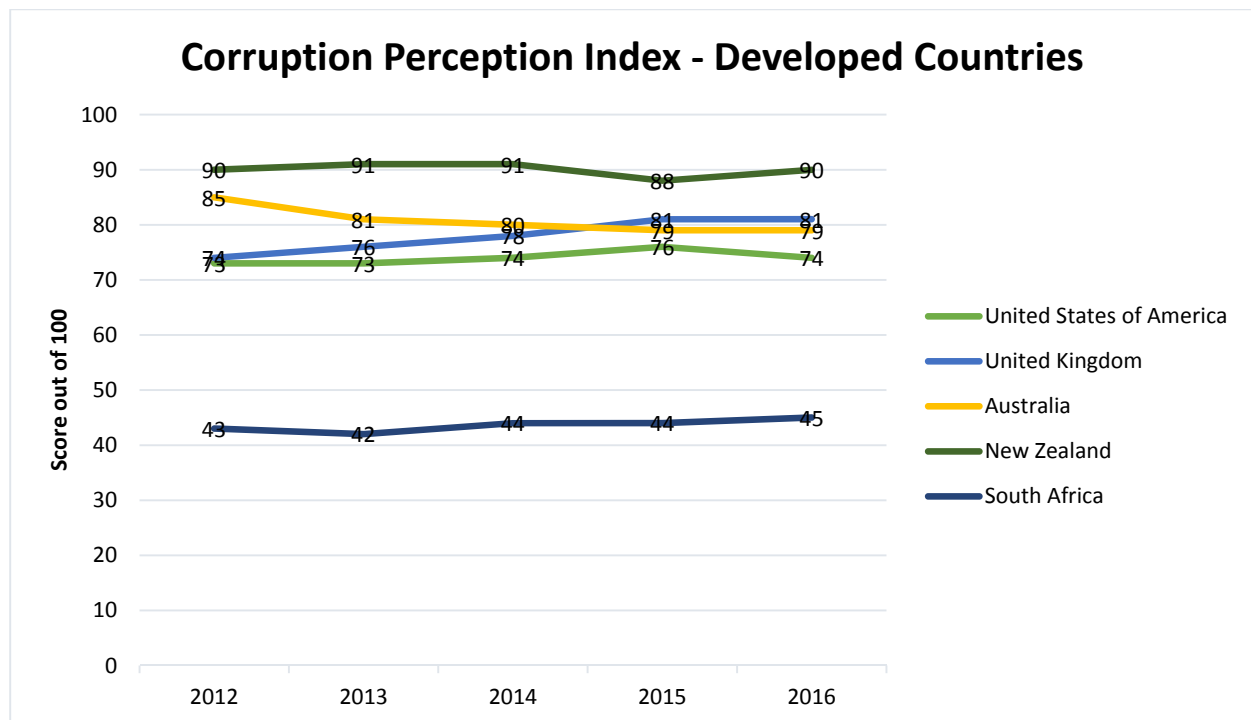
There are various indicators or factors that need to be taken into consideration when one attempts to identify corruption. One such indicator that seems to have a tremendous

impact on its prevalence is the standard of living. Other indicators include income distribution and income discrimination.

2.8.1 Developed “first world” countries

For the purposes of this comparison, South Africa was compared to countries such as The United States of America, The United Kingdom, Australia and New Zealand.

Figure 2.1: Corruption Perception Index – Developed Countries



(Source: Adapted from Corruption Perception Index 2016)

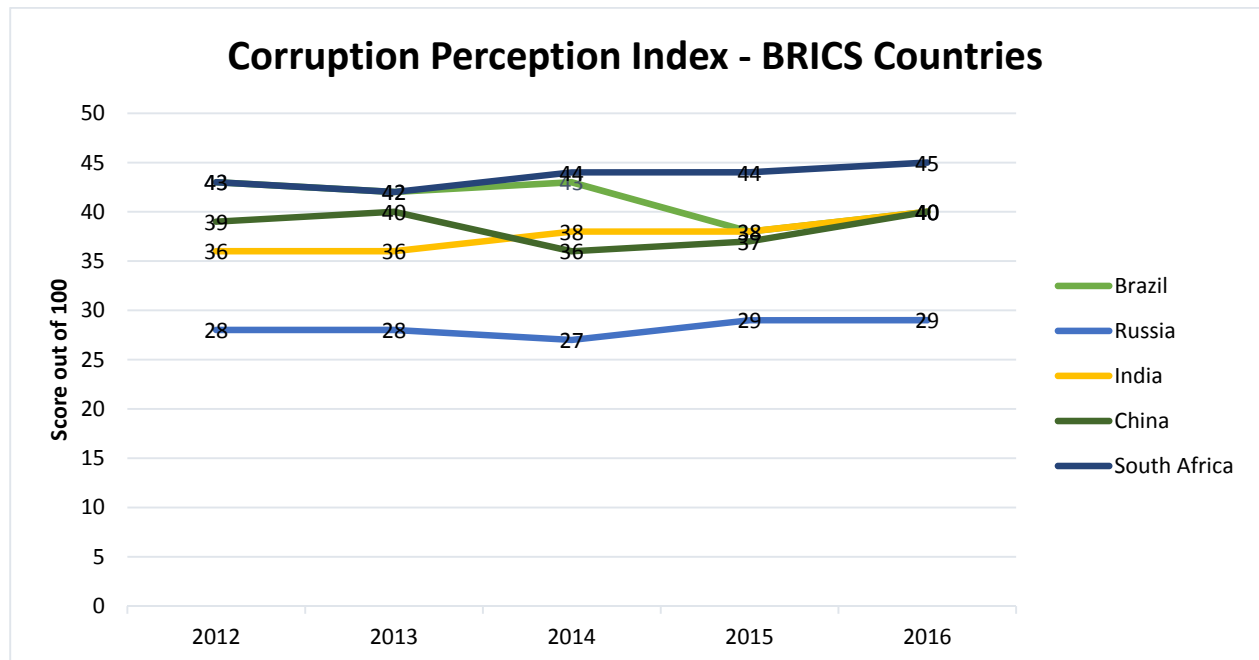
As noted from Figure 2.1 above, South Africa does not compare too well to the so-called first world countries. New Zealand scored consistently the highest over a five year period, averaging a score of 90. Australia has shown a gradual decline in their rating, by 5 points over the five year period, falling from second position in 2012-2014 to third position in 2015-2016. The United Kingdom showed the most improvement in their rating, improving from 74 in 2012 to an impressive 81 in 2016. The United States of America also consistently rated well above the midpoint at an average score of 74.

All of these countries are in other words perceived to be by far less corrupt than South Africa and as such, South Africa must watch these countries to guide us toward improving our fight against corruption.

2.8.2 BRICS countries

For the purposes of this comparison, South Africa was compared to the countries that signed the BRICS trade agreement, namely Brazil, Russia, India and China.

Figure 2.2: Corruption Perception Index – BRICS Countries



(Source: Adapted from Corruption Perception Index 2016)

In the comparison in Figure 2.2, it is clear that South Africa is perceived to be a lot less corrupt than its BRICS agreement partners, scoring consistently higher than all of the other countries. Notably, China, Brazil and India all attained the same score in of 40 in 2016 and Russia trailed far behind at a measly score of only 29.

South Africa must in this instance strive to be the leader in the fight against corruption and help its partners to improve their battle.

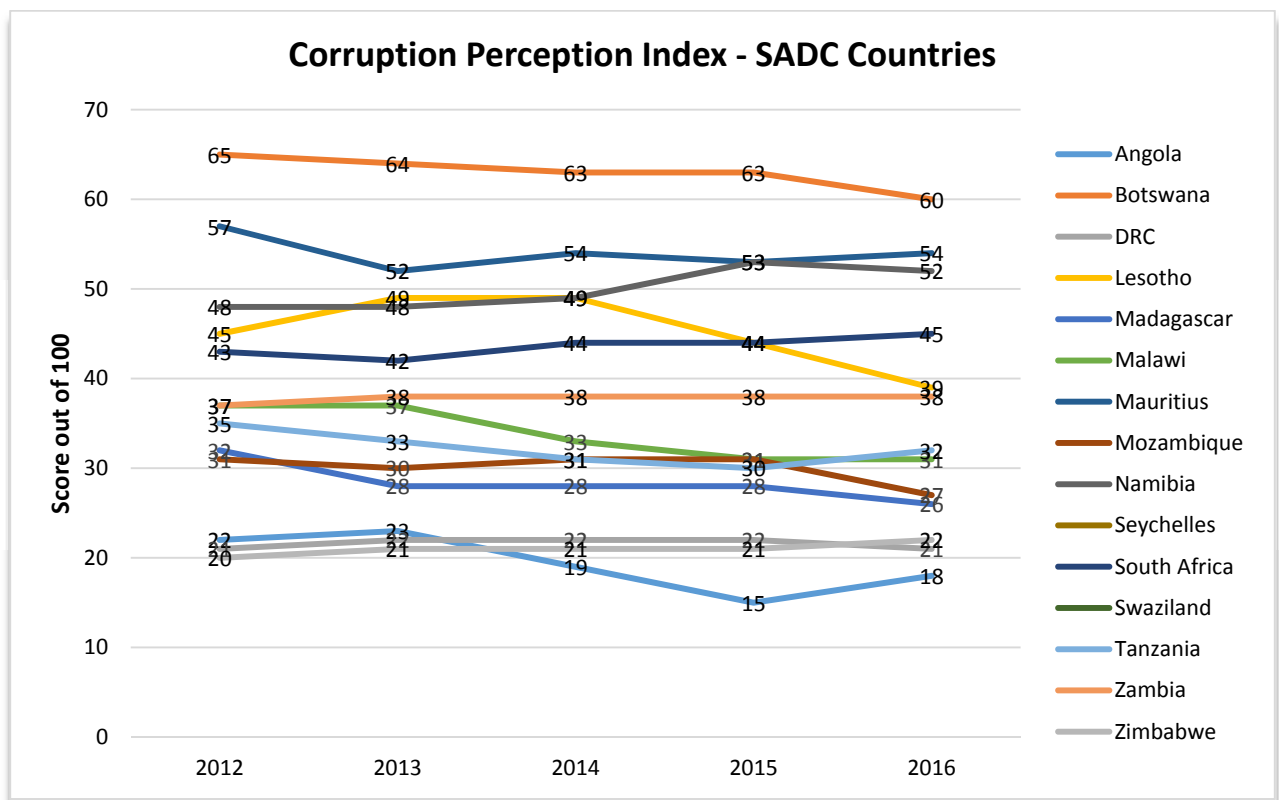
2.8.3 SADC countries

For the purposes of this comparison, South Africa was compared to the other fourteen countries in the Southern African Development Community, namely:

- Angola,
- Botswana,
- Democratic Republic of the Congo (DRC),
- Lesotho,
- Madagascar,

- Malawi
- Mauritius,
- Mozambique,
- Namibia,
- Seychelles,
- Swaziland, and
- Tanzania

Figure 2.3: Corruption Perception Index – SADC Countries



(Source: Adapted from Corruption Perception Index 2016)

In this instance, South Africa is out-scored significantly by three of its neighbouring countries, namely Botswana at a score of 60, Mauritius at as score of 54 and Namibia at a score of 52. These three countries are the only countries in this group that are perceived to be less corrupt than not. The remaining twelve countries are perceived to be more corrupt than not.

From 2012 to 2015, Lesotho also outscored South Africa, but in 2016 they fell to fifth position with a rating of 39. Botswana has, over the five year period deteriorated from a rating of 65 to 60, still well above the mid-point of 50 though, as well as above the global average of 43.

South Africa should look towards countries such as Botswana, Namibia and Mauritius. SA should investigate what these countries are using as best practises to be so successful regarding their fight against corruption, and attempt to uplift the remaining countries to become more clean than corrupt.

Amid concerns of the opposing and weakening effects of corruption throughout the world on the values, fiscal, societal and civil foundations of society, the SADC protocol against corruption was adopted by the member states in 2001. This protocol places emphasis on the responsibility that member states have to hold corrupt individuals in the public as well as private sectors liable by taking appropriate actions against those who perpetrate these so-called corrupt acts. The aim of this protocol was to promote cooperation between the member states in the fight against corruption, ensuring better regional integration.

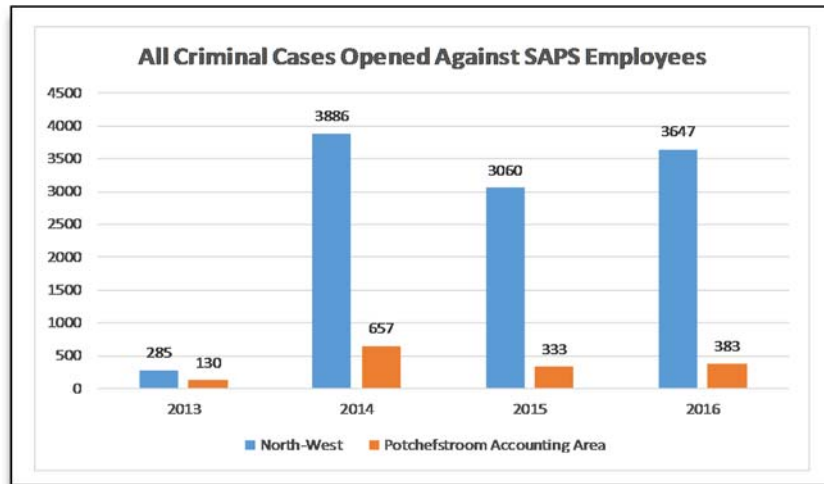
2.9 EXTENT OF POLICE CORRUPTION IN THE POTCHEFSTROOM ACCOUNTING AREA

To be able to determine the extent of police corruption in the research focus area of the Potchefstroom accounting area, it is important to explore the bigger picture. To achieve this, it is necessary to scrutinize all criminal cases brought against SAPS employees within the North-West Province, and compare them to those brought within the area under review. Figure 2.4 below compares all cases brought against SAPS employees within the North-West Province to those brought against SAPS employees within the Potchefstroom accounting area.

2.9.1 Overview of the situation in the North-West Province

Figure 2.4 refers to all criminal charges brought against SAPS employees within the North-West Province, irrespective of legitimacy or the outcome of said charges.

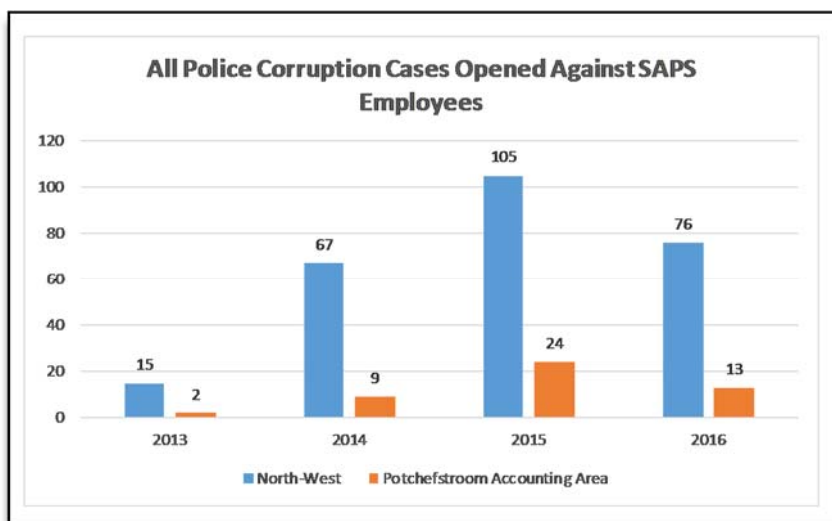
Figure 2.4: All Criminal Cases Opened Against SAPS Employees



(Source: Own Compilation)

It is eminent from the information above that during the period 2013 to 2016, Potchefstroom accounting area accounted for 45.61%, 16.91%, 10.88%, and 10.50% respectively of the provincial figure. Although there was an increase in criminal cases brought against SAPS employees in the North-West Province as a whole there was a decrease in cases brought in the Potchefstroom accounting area.

Figure 2.5: All Police Corruption Cases Opened Against SAPS Employees



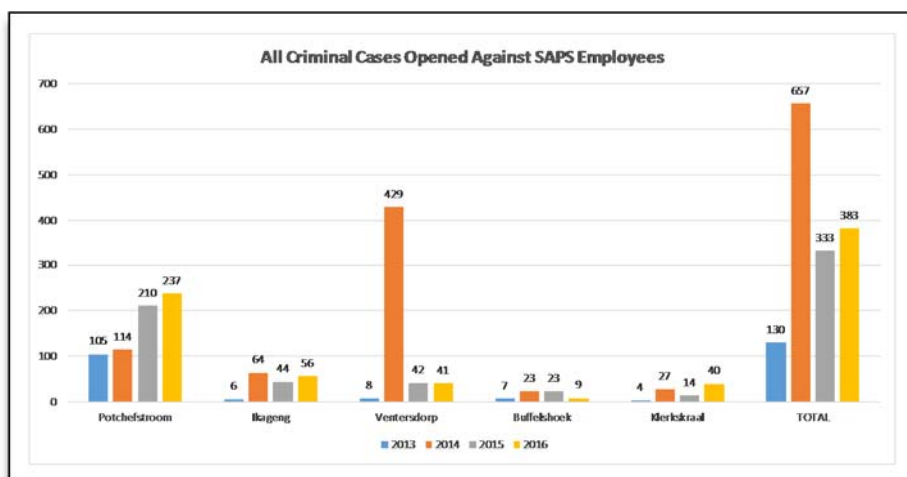
(Source: Own Compilation)

Figure 2.5 refers to all police corruption charges brought against SAPS employees within the North-West Province, once again irrespective of legitimacy or outcome of said charges. It is apparent from the information above that, during the same period of 2013 to 2016, Potchefstroom accounting area accounted for 40%, 13.43%, 22.85%, and 17.11% respectively of the provincial figure. The increase in police corruption cases brought against SAPS employees in both the North-West Province as a whole as well as the Potchefstroom accounting area is alarming. Although there is an increase in police corruption cases brought against SAPS employees in the Potchefstroom accounting area, the average increase over the period is less than the average increase for the North-West Province as a whole.

2.9.2 Overview of the situation in the Potchefstroom accounting area

As a clearer picture of the situation within the North-West Province has been created, one can now probe deeper into the situation within the Potchefstroom accounting area. Figures 2.6 and 2.7 refer to all criminal charges brought against SAPS employees within the Potchefstroom accounting area, irrespective of legitimacy or outcome of said charges. It is apparent from the information below in Figure 2.6 that during the period 2013 to 2016, Potchefstroom accounted for 80.77%, 17.35%, 63.06%, and 61.88% respectively, Ikageng formed 4.62%, 9.74%, 13.21%, and 14.62% respectively, Ventersdorp formed 6.15%, 65.29%, 12.61%, and 10.70% respectively, Buffelshoek for 5.38%, 3.50%, 6.91%, and 2.35% respectively, and Klerkskraal accounted for 3.08%, 4.11%, 4.20%, and 10.44% respectively of the accounting area as a whole.

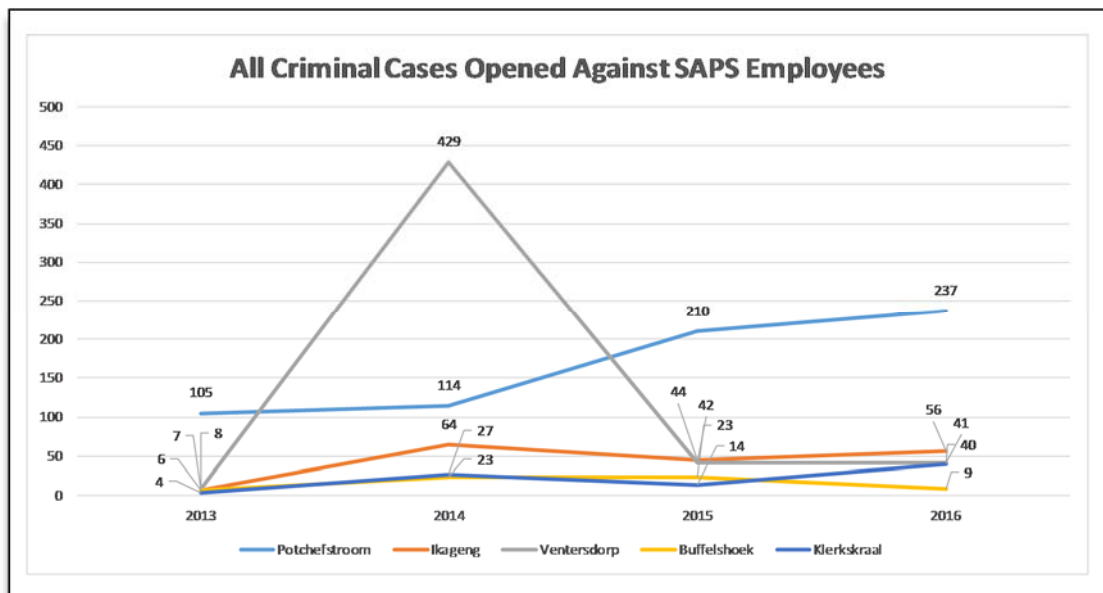
Figure 2.6: All Criminal Cases Opened Against SAPS Employees



(Source: Own Compilation)

Figure 2.7 uses the same figures of all the criminal cases opened against SAPS employees as above, but presents it in a slightly different manner. Here it reflects how, over the period of 2013 to 2016, each police station within the Potchefstroom accounting area's criminal cases brought against its employees increased or decreased. In this instance it is clear that from 2013 to 2016, SAPS Potchefstroom cases increased from 105 to 237 cases, SAPS Ikageng from 6 to 56 cases, SAPS Ventersdorp from 8 to 41 cases, SAPS Buffelshoek from 7 to 9 cases, and SAPS Klerkskraal increased from 4 to 40 cases. What is significant however, is the fact that SAPS Ventersdorp and SAPS Buffelshoek showed a decrease of 1 case and 14 cases respectively from 2015 to 2016.

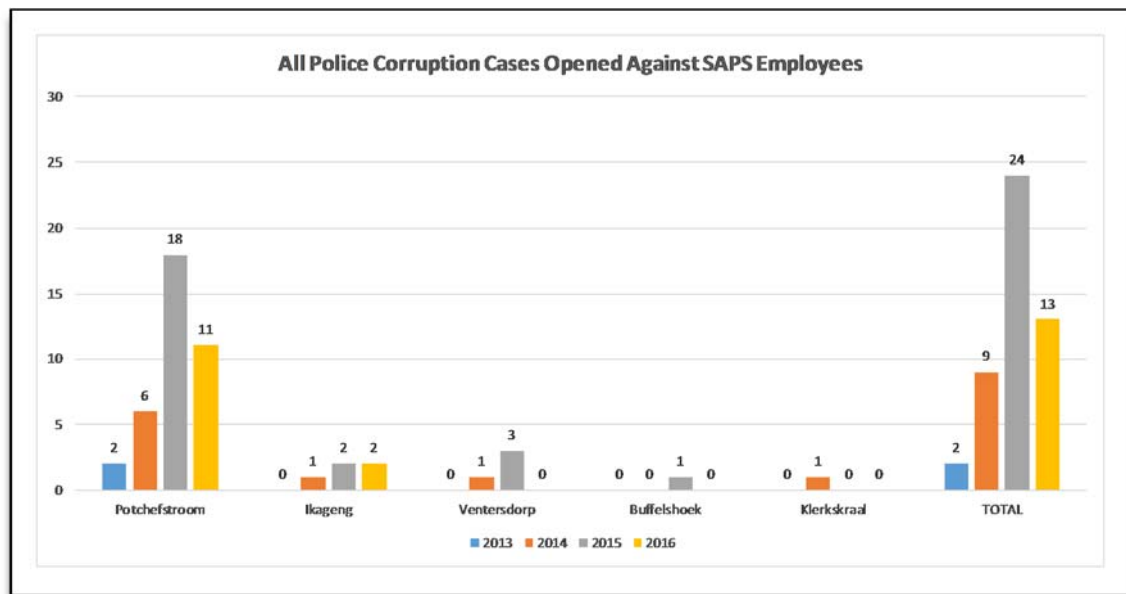
Figure 2.7: All Criminal Cases Opened Against SAPS Employees



(Source: Own Compilation)

Figures 2.8 and 2.9 refer to all police corruption charges brought against SAPS employees within the Potchefstroom accounting area, irrespective of legitimacy or outcome of said charges.

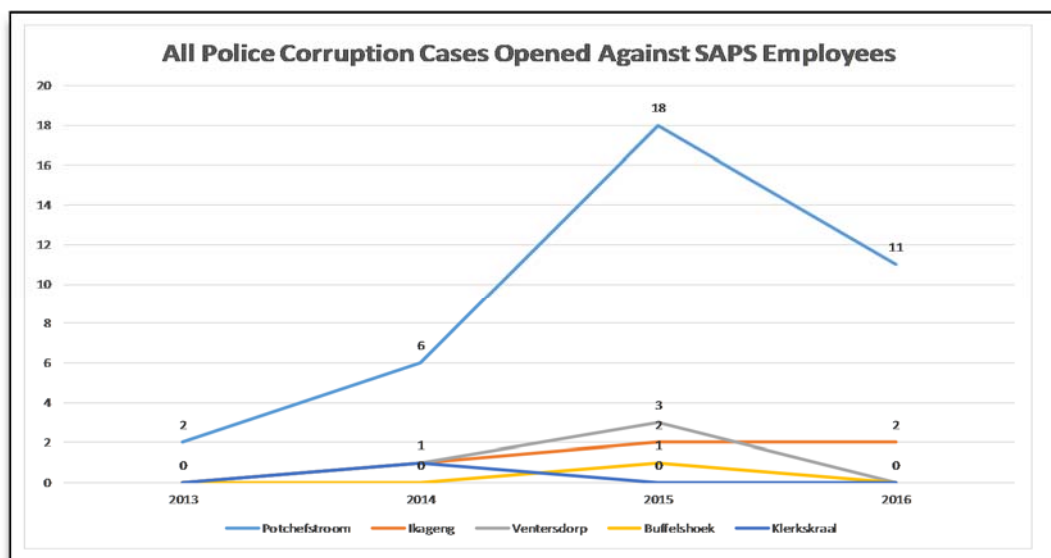
Figure 2.8: All Police Corruption Cases Opened Against SAPS Employees



(Source: Own Compilation)

It is apparent from the information in Figure 2.8, that during the period 2013 to 2016, Potchefstroom accounted for 100%, 66.67%, 75%, and 84.62% respectively, Ikageng for 0%, 11.11%, 8.33%, and 15.38% respectively, Ventersdorp for 0%, 11.11%, 12.50%, and 0% respectively, Buffelshoek for 0%, 0%, 4.17%, and 0% respectively, while Klerkskraal accounted for 0%, 11.11%, 0%, and 0% respectively of the accounting area as a whole.

Figure 2.9: All Police Corruption Cases Opened Against SAPS Employees



(Source: Own Compilation)

Figure 2.9 makes use of the same figures of all the police corruption cases opened against SAPS employees as above, but presents it in a slightly different manner. Here it reflects how, over the period of 2013 to 2016, each police station within the Potchefstroom accounting area's police corruption cases brought against its employees increased or decreased. In this instance it is clear that from 2013 to 2016, SAPS Potchefstroom cases increased from 2 to 11 cases, and SAPS Ikageng increased from 0 to 2 cases. Although SAPS Ventersdorp, Buffelshoek, and Klerkskraal experienced 4 cases, 1 case, and 1 case respectively during this period, they managed to end the period under investigation as they started on zero.

2.10 CAUSES OF POLICE CORRUPTION

In many organisations ethics are not perceived to be part of the package. Ethics are regarded as self-contradictory and it is often argued that one cannot be ethical and prosper at the same time. Unethical behaviour is viewed as being normal and in many instances such behaviour is embedded in the organisation's vocabulary and being. In this manner, serious unethical behaviour is simplified to become more palatable (South African Police Service, 2016:13).

These unethical activities are often explained away by the following terms (South African Police Service, 2016:13 – 15):

- “Dog Eats Dog” – meaning that the workplace is a lonely and hostile environment and to consider the wellbeing of another would be a serious blunder. One either tramples on others or they trample on you.
- “Survival of the Fittest” – meaning that if you are not the master of your fate, you are susceptible to exclusion. In other words, only the masters of corruption will survive in the work environment. The fundamental message is that you can be corrupt and get away with it.
- “Nice Guys Come Second” – the premise of this statement is that it is impossible to be both ethical and successful at the same time in the organisation.
- “It's not Serious” – meaning that although unethical behaviour such as corruption is wrong, it is not really harmful to society, it may in actual fact be beneficial even though somewhat hidden.
- “When in Rome” – meaning, why act different if the norm is to act in an unethical and corrupt manner. The attraction to this idea lies in the perception that the

majority rules or knows best. There is some element of truth in this statement as one need to always heed the wishes of the majority, but this does not necessarily mean that the majority is correct or knows the best.

The above-mentioned statements are all myths and powerful in the reinforcement of unethical and corrupt behaviour in the workplace (South African Police Service, 2016:15). In other words, myths make unethical behaviour and corrupt actions palatable and tolerable as it misleads our sense of right and wrong.

There has been argued considerably concerning the causes of police corruption, naming causes such as the “slippery slope” theory, which states that the act of corruption starts with a small or minor transgression and then slowly over time spirals until it becomes severe gross misconduct (Newham and Faull, 2011:12).

The causes of police corruption in South Africa may be numerous, but mainly revolve around one of three broader themes (Newham and Faull, 2011:7), namely:

- The bad apple theory,
- Insufficient remuneration levels, and
- The effect of the corrupting public.

2.10.1 Bad apple theory

The problem of police corruption is often blamed by many an observer on the bad apple theory. This theory, also called the over-ripe fruit theory argues that the actions or wrong doings of a small group of individuals or bad apples smears the character of the organisation as a whole (Newham and Faull, 2011:7).

2.10.2 Insufficient remuneration theory

It is argued that the lower ranking police officials, Constable to Captain are in the most susceptible position to fall prey to the snare of police corruption due to insufficient levels of remuneration. These officials commonly experience a need to complement their monthly income in an attempt to make ends meet.

2.10.3 Corrupting public theory

Habitually corruption in the private sector is the source of corruption in the public sector. Terms such as “the public” may often be heard amongst public sector employees and may not be implausible when re-counting reports of motorists wanting to pay their way out of traffic fines. There are also some contributing causes that strengthen the above three broader themes:

- Police Culture,
- Poor hiring practices, and
- The Closure of Anti-Corruption Agencies.

2.10.4 Police culture

As with all organisations, police agencies consist of organisational cultures. These cultures are, on a daily basis, practised consciously and in some cases unconsciously by the organisation’s employees, irrespective of their rank or standing (South African Police Service, 2016:8).

As such it is important to examine police culture more closely and to delve deeper into some existing norms and values within the culture of the SAPS. There is much debate over the explanation and definition of culture, but for the purposes of this study, the following definition will be used: “The continuity of traditional values and their incorporation into prevailing patterns of behaviour” (South African Police Service, 2016:8). Police culture can thus be defined as a collection of norms and values, collective beliefs, habits and ways of behaving, found in the SAPS and police agencies across the globe.

Taking a look at the traits of police culture, we find two main traits, namely formal and informal. Formal traits are those traits that are officially formalized and accepted into the police services across the globe (South African Police Service, 2016:9). They are:

- Dress Code – The dress code of police agencies are regulated according to the different natures of the employees’ duties and specific occasions. This helps with the discipline within the agency and promotes a form of identity.
- Rank Structures – All employees of police agencies belong to a specific rank structure. This creates an order of seniority and assists in differentiating between commissioned and non-commissioned officers.

- Salute and return of salute – Non-commissioned officers are obliged to salute their seniors and that salute has to be acknowledged by the senior officer by way of returning the salute. This creates discipline and an order of seniority.
- Medals – These are awarded in accordance with some form of achievement such as bravery, long service recognition or some other special awards.
- Discipline – Discipline forms a vital part in the maintenance of the dignity and image of the organisation.
- Obedience to Orders – This trait goes hand in hand with discipline, as one cannot follow orders if you are undisciplined. A dignified police agency has at its central nerve, obedience to the official lawful orders given by superiors.

Apart from the traits mentioned above, police employees also adopt a culture of informal traits, a kind of behaviour relating to the fact that they are police officers (South African Police Service, 2016:10). These are:

- Obedience to orders – Although this trait actually forms part of the formal traits, it can very easily, if not coordinated properly, become informal. Junior employees might obey unlawful orders from their corrupt superiors.
- Superiority complex – It happens that some officers, due to the nature of their work, cultivate a kind of superiority complex over the community they serve.
- Code of silence - Police culture is stereotypically regarded as the so-called code of silence (South African Police Service, 2016:11). This trait is also referred to as the buddy-buddy system, as police officers are taught throughout basic training to watch one another's back during the execution of their duties. Although watching out for one another is not necessarily bad in itself, this trait easily transforms into officers covering for one another by not disclosing the truth about corrupt activities committed by one of their colleagues (South African Police Service, 2016:11). This code of silence, also sometimes referred to as a code of secrecy kept by this police sub-culture, inadvertently aids in the protection of corrupt police officials from the law (Basdeo, 2010:392).
- Dreadful enclosures – This refers to the tendency of police officers working and socialising almost exclusively with each other, allowing no space for officers to gain new ideas from outside their so called circles. Circles in it self are not necessarily bad, except where it has been infiltrated by corrupt officers (South African Police Service, 2016:11). Examples of these circles can be seen in the names given to

other groups such as officers referring to the public as “hase” (loosely translated to rabbits) or the detective branch as “lap baadjies” (loosely translated to cloth jackets) and in return the detective branch referring to the uniformed branch as “yster baadjies” (loosely translated to iron jackets). The latter two referring to the clothing that they wear while on duty, namely civilian clothing and bullet resistant vests (South African Police Service, 2016:11).

2.10.5 Poor hiring practices

Poor hiring practices are also often blamed for the problems relating to police corruption. One of the former National Police Commissioners, Bheki Cele, acknowledged in 2010 to a Parliamentary Portfolio Committee that the SAPS has for some time not been big on quality, but that they have focussed on quantity, stating that “People have been thrown in by chasing quantity rather than quality” (Newham and Faull, 2011:11-12).

2.10.6 The closure of anti-corruption agencies

The closure of anti-corruption agencies such as the SAPS Anti-Corruption unit and the Directorate of Special Investigations may have played a role in causing corruption to soar, as public sector employees might feel that the message given by government is that they are not serious about fighting corruption. Below is a discussion of the two main role players that have been closed down in recent years.

2.10.6.1 SAPS Anti-Corruption Unit

The termination of the ACU, even though police corruption has at that stage extended into the most senior tiers of the SAPS sent the wrong message to their employees. In retrospect, this can be seen as the SAPS taking a step backward in terms of their fight against police corruption, and as a result led to a decline in the number of convictions relating to corrupt police officers (Newham and Faull, 2011:1).

2.10.6.2 The Directorate of Special Operations

The DSO, also known as the Scorpions, was officially abolished by the South African Parliament on 23 October 2008 and integrated with the SAPS. This step also sent a convoluted message to corrupt SAPS officers, as the officers that were previously tasked with investigations into corrupt activities were now swamped with other investigations and could no longer specialise in corruption cases.

2.11 RESULTS OF POLICE CORRUPTION

Instances where police officers make use of excessive force or corruption in performing their official duties or contravene any law in doing so, cause the community they serve and the country as a whole to lose faith in them and the SAPS as an organisation (Swanepoel et al., 2014:109).

2.11.1 The cost of Police Corruption

Liability cases brought against the SAPS ranges most commonly from false or unlawful arrest to alleged deliberate abuses of the public's constitutional, civic and legal rights (Gaines and Kappeler, 2015:440). Civil claims for acts such as assault, shootings, damage to property and the related legal costs are escalating due to false arrests (De Waal, 2012).

Willie Hofmeyr, a previous commander of the SIU reported to the National Assembly Portfolio Committee on Justice and Constitutional Development during October 2011, that corruption relating to government procurement procedures was costing the South African taxpayer approximately R30 billion each year (Polity, 2012).

2.11.2 Police credibility

In an attempt to ensure the effective and proficient investigation of alleged offences and related misconduct committed by police officers, the Constitution of South Africa established the Civilian Secretariat to reside over the SAPS and other policing agencies, as well as the Independent Police Complaints Directorate to improve police credibility (Joubert, 2013:12). All the previously discussed statutes, local and international accords and oversights should ensure that the SAPS and other policing agencies are held accountable for their actions (Swanepoel et al., 2014:109).

2.12 SUMMARY

In summary, police corruption is a universal, continually growing everyday occurrence and needs to be dealt with decisively (Newham and Faull, 2011:5). The authors also stress the fact that the act of corruption is a definite work-related vulnerability of policing organisations globally. Bayley and Perito, (2011:1) also state that police corruption is a universal problem, but they argue that it is particularly challenging in countries that find themselves in crisis or emergent from conflict situations. In some cases, community members boost police corruption to the benefit of themselves. Police corruption is

essentially a problem of deviant police officials who are responding to a contaminated situation (Newham, G. 2016:4). As pointed out in Chapter 2, police corruption will be ever present in all policing agencies across the globe and as such the greatest option is to attempt to reduce police corruption, as it is near impossible to eradicate completely.

CHAPTER 3: EMPIRICAL INVESTIGATION

3.1 INTRODUCTION

The data gathering of the study and the exploration thereof is discussed in this chapter. The outcomes of this study give details on the influence of police corruption on service delivery in the Potchefstroom accounting area.

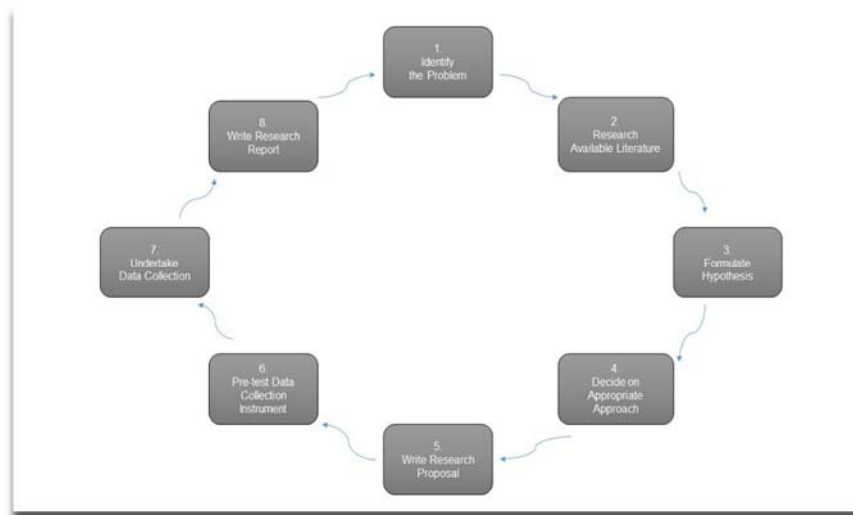
3.2 RESEARCH METHODOLOGY

In principle, as indicated in Chapter 1, research methodology is a term used to indicate the science of how research is conducted in a scientific manner. The discussion in this chapter will help the reader to also understand the process that was followed during the research and not only the end product.

3.2.1 Research approach

The approach to research is a recurring process as it launches with a question, progresses to a process of discovering answers, and finally it returns to answer the primary and secondary questions (Du Plooy-Cilliers *et al.*, 2014:10). Figure 3.1 below shows an example of the research approach along with the stages that the researcher followed while undertaking the study.

Figure 3.1: Research Process



(Source: Du Plooy-Cilliers (2014:14))

3.2.2 Target population and sample

As discussed in Chapter 1, the population or unit of analysis in this study were the individual respondents who filled out the questionnaire regarding the subject matter, which was distributed. The unit of analysis targeted, comprised of 400 respondents, drawn from the communities of Potchefstroom, Ikageng, Ventersdorp, Klerkskraal and Buffelshoek.

3.2.3 Data collection

Before the questionnaires were distributed, a pilot study was undertaken comprising of 10 respondents from the same population groups as that of the main study. The results of these discussions were used by the researcher to compile a custom questionnaire for the purpose of the study. These questionnaires were distributed amongst the respondents to examine the impact of police corruption on service delivery in the Potchefstroom accounting area policing precinct. The aim was to assess the community's opinion of police corruption, and to gain insight into the respondents' opinions, experiences and attitudes towards police corruption.

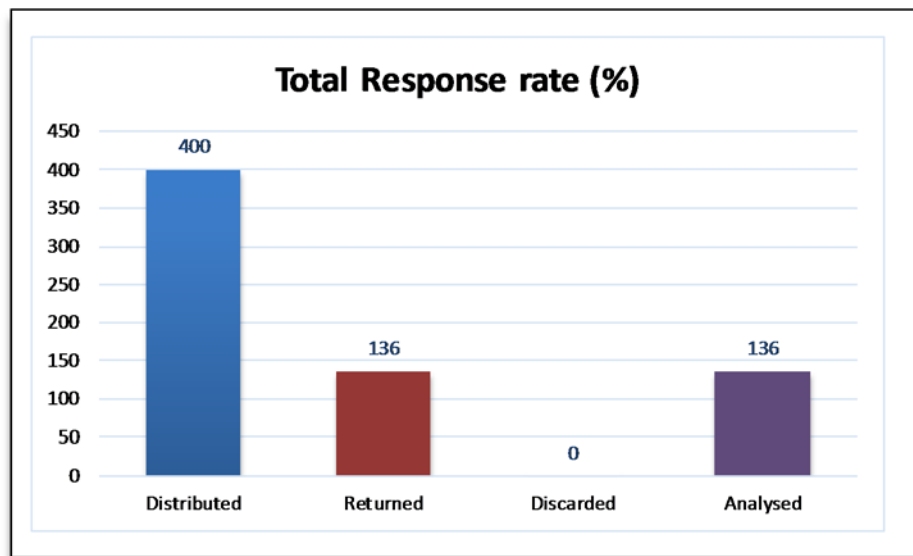
Unfortunately, as German military strategist Helmuth von Moltke wisely noted - "No battle plan survives contact with the enemy." No matter how well your plans are made, they rarely go as intended and in the case of this study, when this plan met the real world, the real world won.

3.2.4 Response rate

As can be seen from Figure 3.2 below, out of the 400 questionnaires distributed in the Potchefstroom accounting area, only 136 were returned to the researcher. This makes up a total response rate of only 34%, which by itself does not bode well for the generalisation of the results.

This low response rate could be attributed to various reasons, one being the time constraint. Evidently in further discussions surrounding this situation though, it is apparent that there might be other, more pertinent possible reasons for the low response rate.

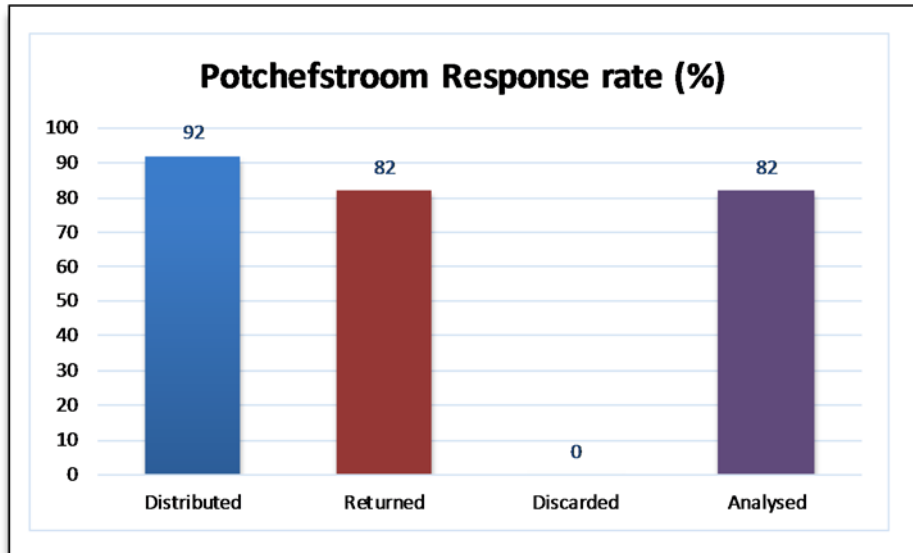
Figure 3.2: Total Response Rate (%)



(Source; Own Compilation)

In Figures 3.3–3.7 below, a break-down of the response rate in each of the five policing precincts within the Potchefstroom accounting area is presented.

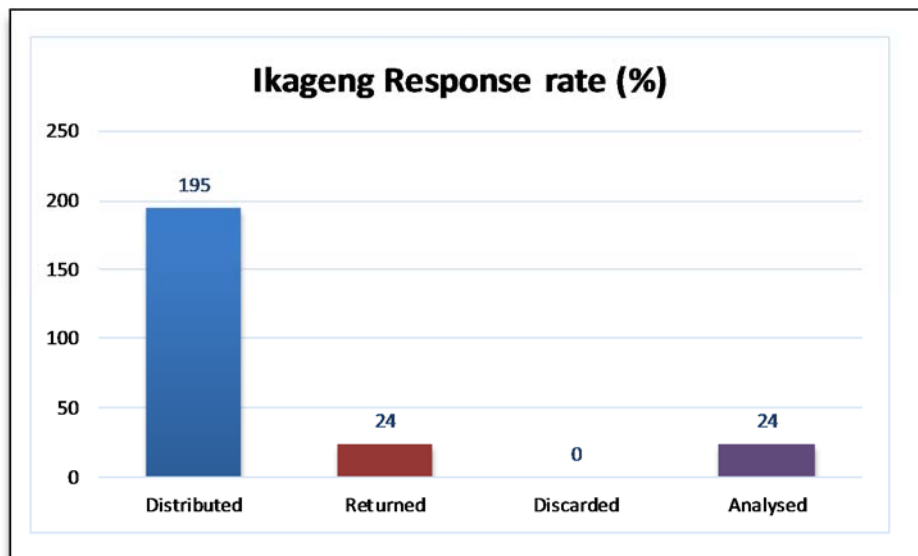
Figure 3.3: Potchefstroom Response Rate (%)



(Source: Own Compilation)

In Figure 3.3 it can be noted that the respondents in the Potchefstroom policing precinct actively took part in the research as a response rate of 89% was achieved.

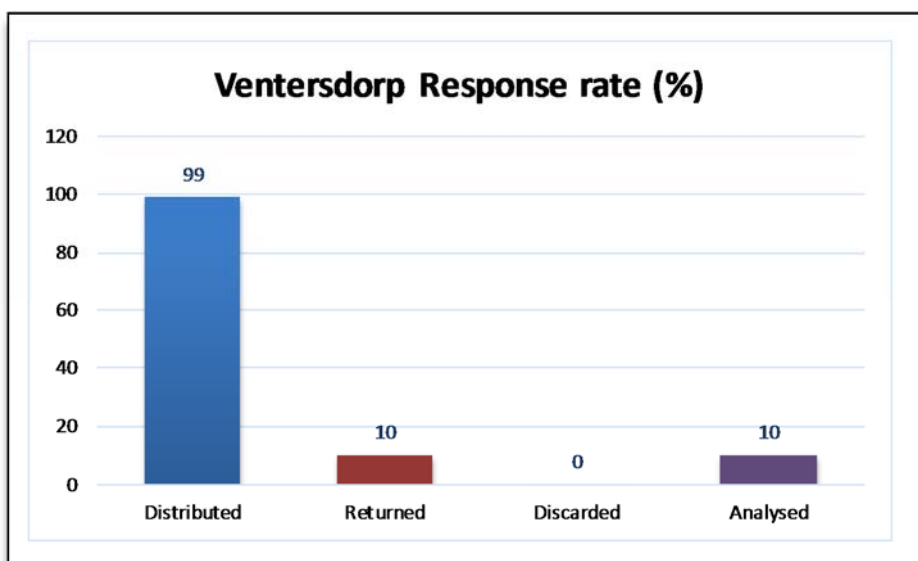
Figure 3.4: Ikageng Response Rate (%)



(Source; Own Compilation)

Figure 3.4 on the other hand, paints a disappointing picture, as only 12% of the questionnaires distributed in the Ikageng policing precinct was returned to the researcher. This might, as indicated above, be due to time constraints but could also be attributed to the community not having a high level of trust in the SAPS because of the escalating crime rate in the precinct as indicated in the recently released 2017 crime statistics for this precinct.

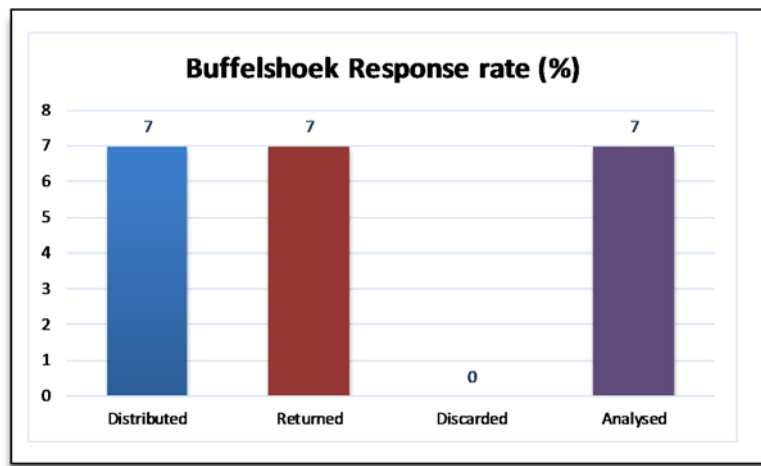
Figure 3.5: Ventersdorp Response Rate (%)



(Source; Own Compilation)

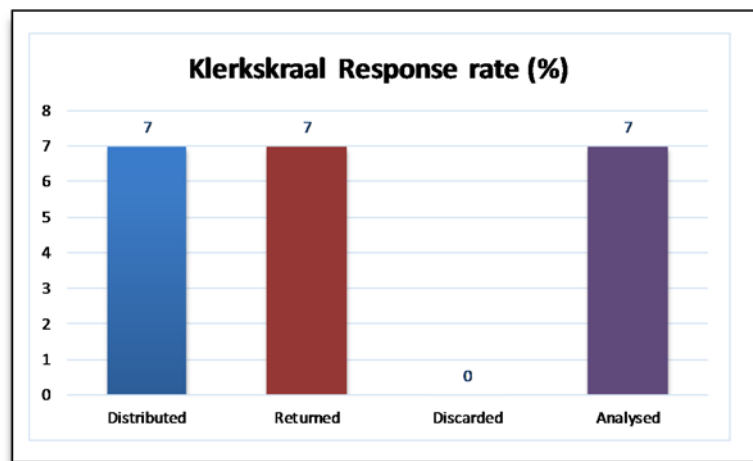
Figure 3.5 paints an equally disappointing picture as the respondents in the Ventersdorp policing precinct only recorded a slightly higher than 10% response rate. As previously indicated, this might be due to the time constraint related to this study, but it might also be attributed to the municipality of Ventersdorp being declared bankrupt and recently amalgamating with the municipal area of Tlokwe (Potchefstroom) with the establishment of the JB Marks municipal area. This move created visible tension with the residents of the Ventersdorp policing precinct.

Figure 3.6: Buffelshoek Response Rate (%)



(Source: Own Compilation)

Figure 3.7: Klerkskraal Response Rate (%)



(Source: Own Compilation)

Figures 3.6 and 3.7 once again show a picture of communities that were eager to participate in the study, with both policing precincts recording a 100% response rate. Thus, from the break-down in Figure 3.7, it is evident that generally, the participation

regarding this study was high compared to the set targets. The low participation rates of two of the policing precincts were most probably due to underlying geo-political tensions outside the scope of this study. Nevertheless, the responses received were sufficient for calculating a meaningful analysis for the purposes of this study.

3.3 STATISTICAL ANALYSIS AND DISCUSSION OF RESULTS

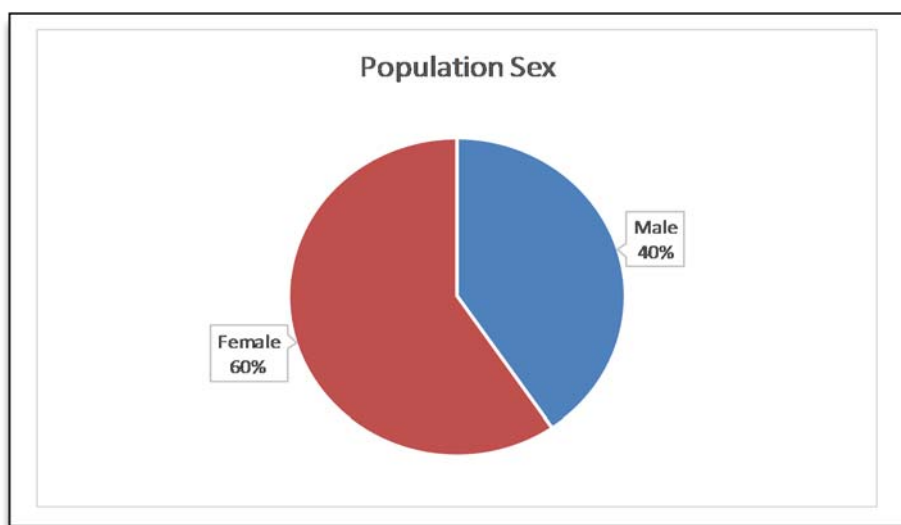
According to the online dictionary, Business Dictionary (2017), descriptive statistics is “the mathematical quantities such as mean, median and standard deviation that summarise and interpret some of the properties of a set of data, but do not infer the properties of the population from which the sample was drawn.” It can thus be seen as a description of the basic characteristics of the data that was collected during the study and the interpretation of those descriptions. By making use of basic graphs, charts and tables, simple summaries can be constructed about the sample and the measures of the study. What follows here is simply a description of what the data showed.

3.3.1 Section A: Demographic profile of respondents

3.3.1.1 Gender

This section gives a detailed profile of the respondents who voluntarily took part in the study by completing the questionnaires. Of the 136 respondents who took part in this study, 55 were male and 81 female. It is interesting to note from Figure 3.8 that 60% of the participating individuals were female respondents.

Figure 3.8: The gender of the population (%):



(Source: Adapted from Statistical Consultation Services Analysis)

3.3.1.2 Age

Table 3.1 indicates the different age groups of the respondents. From the chart above it is evident that the largest number of respondents (40.4%), fell into the category of between 41 and 50 years of age.

Table 3.1: The age of the respondents

Population Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
< 21 years	6	4.4	4.4	4.4
21 - 30 years	23	16.9	16.9	21.3
31 - 40 years	16	11.8	11.8	33.1
41 - 50 years	55	40.4	40.4	73.5
51 - 60 years	25	18.4	18.4	91.9
60 years <	11	8.1	8.1	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

What is obvious here is that more than 60% of the respondents were older than 40 years of age. This could indicate that this age group is more vulnerable to unethical behaviour toward them.

3.3.1.3 Race

Table 3.2 indicates the different races of the respondents, and as is clear from Table 3.2 below, the largest number of respondents, (58.8%) was Caucasian, followed by African (25%) and then Coloured (16.2%).

Table 3.2: The Race of the Population

Population Race				
	Frequency	Percent	Valid Percent	Cumulative Percent
African	34	25.0	25.0	25.0
Caucasian	80	58.8	58.8	83.8
Coloured	22	16.2	16.2	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

3.3.1.4 Education level of the respondents

Table 3.3 below, indicates the different levels of education of the respondents. It is evident that the largest number of respondents (33.8%), only reached high school level as their highest qualification, followed closely by respondents with a diploma (29.4%). The rest of the categories for education level, 36.8% in total, consisted of primary school (2.2%), certificate (13.2%), degree (12.5%) and post-graduate studies (8.8%).

Table 3.3: Population Education Level

Population Education				
	Frequency	Percent	Valid Percent	Cumulative Percent
Primary School	3	2.2	2.2	2.2
High School	46	33.8	33.8	36.0
Certificate	18	13.2	13.2	49.3
Diploma	40	29.4	29.4	78.7
Degree	17	12.5	12.5	91.2
Post Graduate Studies	12	8.8	8.8	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

The fact that more than 30% of the respondents have only reached high school as their highest level of education might indicate that this group is more susceptible to police misconduct.

3.3.1.5 The employment categories of the respondents

Table 3.4 indicates the different levels of employment of the respondents and, as is evident from below, the largest number of respondents, (44.1%) was employed by the State, followed by respondents employed in the formal sector (25.7%). The remaining 30.2% was made up of 12.5% in own employment, 5.9% working in the informal sector and a most worryingly 11.8% who is unemployed.

Table 3.4: Population Employment

Population Employment				
	Frequency	Percent	Valid Percent	Cumulative Percent
Unemployed	16	11.8	11.8	11.8
Own Employment	17	12.5	12.5	24.3
Informal Sector	8	5.9	5.9	30.1
Formal Sector: Organisation	35	25.7	25.7	55.9
Formal Sector: Government	60	44.1	44.1	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

Interestingly, the largest portion of the respondents (44.1%), were employed in the formal sector, working for the government. This can be ascribed to the fact that the questionnaires were mainly distributed in areas where a South African National Defence Force base is located, and many schools as well as a university. These are all major suppliers of jobs in the area of focus, being Potchefstroom, Ikageng, Ventersdorp, Klerkskraal and Buffelshoek.

3.3.1.6 The annual income categories of the respondents

Table 3.5 indicates the different annual take-home salaries of the participating respondents. As is clear from the table below, the largest number of respondents (42.6%), take home between R500 001 and R1 000 000, followed by respondents taking home less than R60 000 (19.1%). Next are those who take home between R200 001 and R500 000 (18.4%), and the smallest group (17.6%) taking between R120 001 and R200 000 home to their families.

Table 3.5: Population Annual Income

Population Annual Income				
	Frequency	Percent	Valid Percent	Cumulative Percent
< R 60 000	26	19.1	19.1	19.1
R 60 001 - R 120 000	24	17.6	17.6	36.8
R 120 001 - R 200 000	25	18.4	18.4	55.1
R 200 001 - R 500 000	58	42.6	42.6	97.8
R 500 001 - R 1 000 001	3	2.2	2.2	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

3.3.1.7 The residential area of the respondents

As expected from densely populated areas Table 3.6 below shows that 63.2% of all participating respondents reside in the policing precinct of Potchefstroom, followed by 18.4% residing in the Ikageng policing precinct, 8.1% in the Ventersdorp policing precinct and residents of Klerkskraal and Buffelshoek policing precincts calculating to 5.1% respectively.

Table 3.6: Population Residential Area

Population Residential Area				
	Frequency	Percent	Valid Percent	Cumulative Percent
Potchefstroom	86	63.2	63.2	63.2
Ikageng	25	18.4	18.4	81.6
Ventersdorp	11	8.1	8.1	89.7
Klerkskraal	7	5.1	5.1	94.9
Buffelshoek	7	5.1	5.1	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

3.3.1.8 The length of stay in the area of residence of the respondents

The purpose of this question was to attempt to determine whether the amount of time that a person lived in a specific area had an impact on the way that they perceived the service rendered by the SAPS, and how corrupt they perceived the employees of the SAPS to be. Table 3.7 indicates that 77.2% of all respondents have resided in their respective areas for a period longer than 10 years, followed by respondents residing in their areas of residence between 5 and 10 years (10.3%), 6.6% who have resided in their areas of residence between 3 and 5 years and lastly 5.9% of the respondents indicated that they have lived in their areas for a period of less than 3 years. This indicates that people tend to live in one area longer and are becoming less migratory. This is probably due to the need for them to keep their current jobs. Interestingly, it would seem that the longer the respondent has been living in his or her area, the less they trust the SAPS.

Table 3.7: Population Period Residing In Area

Population Period Residing In Area				
	Frequency	Percent	Valid Percent	Cumulative Percent
0 - 3 years	8	5.9	5.9	5.9
3 - 5 years	9	6.6	6.6	12.5
5 - 10 years	14	10.3	10.3	22.8
Longer than 10 years	105	77.2	77.2	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

3.3.1.9 The composition of the respondents' household

The purpose of this question was to determine the effect of the population of the households on vulnerability, and if single person households were more vulnerable. In Table 3.8 it was noted that 69.9% of all respondents indicated that they were part of a family living in the same house, 24.3% indicated that they were sharing their home with only one other person, while only 5.9% of respondents indicated that they lived alone. What was found was that a very small part of the respondents lived alone.

Table 3.8: Population Currently Residing In Household

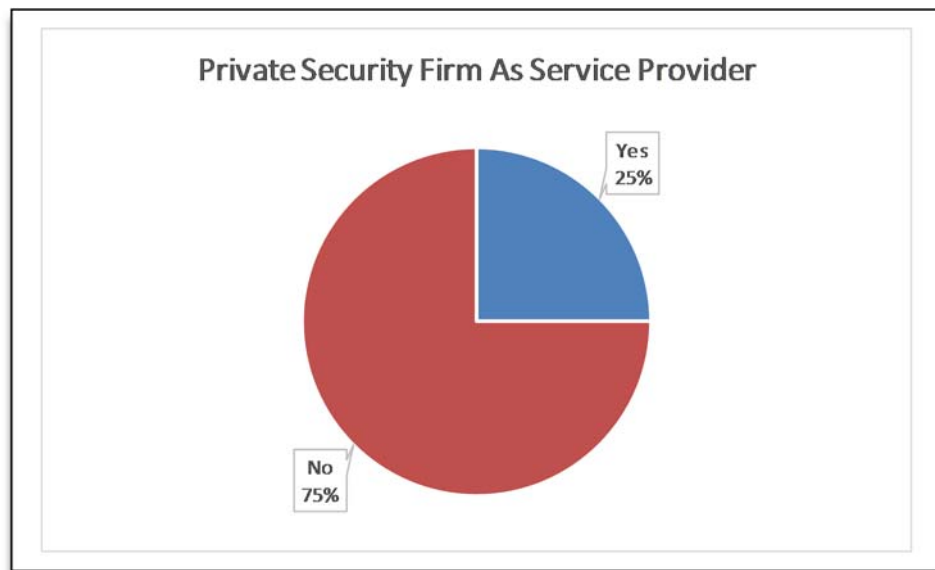
Population Currently Residing In Household				
	Frequency	Percent	Valid Percent	Cumulative Percent
Single	8	5.9	5.9	5.9
Two	33	24.3	24.3	30.1
More than two	95	69.9	69.9	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

3.3.1.10 Private security firm as service provider

The purpose of this question was to determine whether the respondents were doing something from their side to mitigate the effect of crime and bad service delivery. It was thought that if the respondents did feel that the SAPS were not fulfilling their constitutional duties towards the community that these community members would take steps to safeguard themselves and their properties.

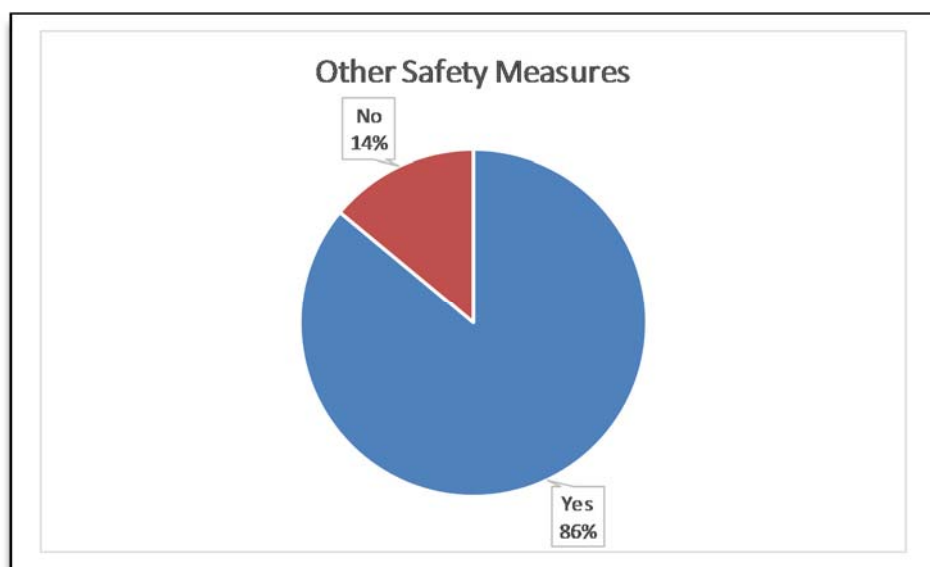
Figure 3.9: Private Security Firm as Service Provider



(Source: Adapted from Statistical Consultation Services Analysis)

A worrying statistic was that, as is evident from Figure 3.9, 75% of all participating respondents indicated that they did not employ the services of a private security firm. Reasons listed ranged from affordability to the perception that these private security firms could not be trusted either. This state of affairs is worrisome as 75 out of every 100 household are not being “protected” from crime, creating a favourable breeding ground for the criminally minded individuals among us.

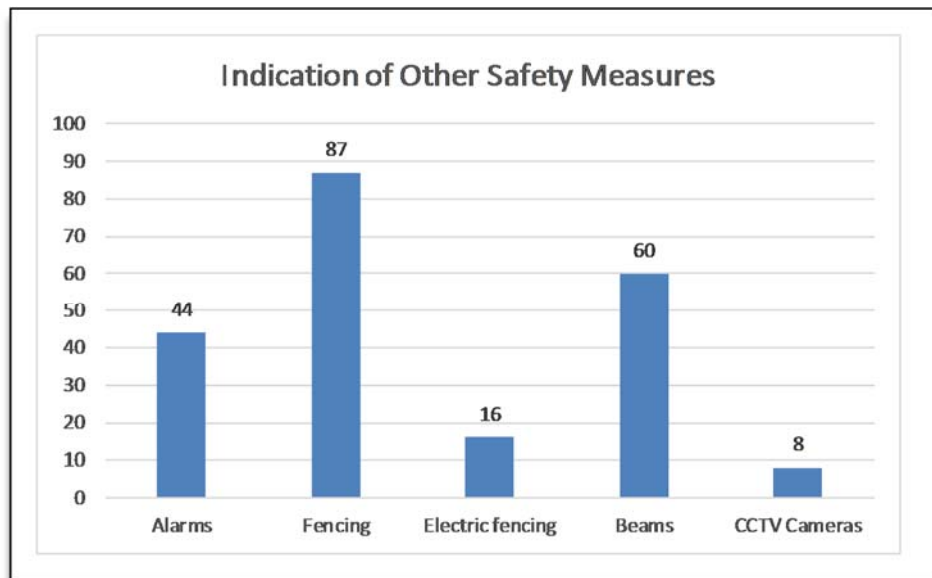
Figure 3.10: Other Safety Measures



(Source: Adapted from Statistical Consultation Services Analysis)

On being asked whether the respondents had other safety measures in place, 86% indicated that they in fact did. Figure 3.11 below gives a summary of these safety measures (alarms, fencing, electric fencing, beams and CCTV cameras).

Figure 3.11: Indication of Other Safety Measures



(Source: Adapted from Statistical Consultation Services Analysis)

As is clear from Figure 3.11, 40% indicated that they only have fencing, 29% indicated that they also have beams as added security, 20% indicated that they have an alarm system, 7% indicated that they have electric fencing and 4% indicated that they make use of Closed Circuit Television (CCTV) cameras. A worrying statistic found here is that 40% of all the respondents feel that fencing only is enough to protect their as well as their family's lives and properties.

3.3.2 Section B: Satisfaction with police service delivery

3.3.2.1 Trust and satisfaction dimensions

In this section, the community's trust in, or satisfaction with the service delivery of the SAPS was investigated and the descriptive statistics like means and standard deviations for each of the questions in Sections B and C are reported on. In statistical terms, the mean is a different name for the average.

When working with large data sets, it is often convenient to embody the entire data set with a solitary value that refer to the "middle" or "average" value of the complete set. This solitary value is also often called the central tendency. The standard deviation is a number

that expresses how much the participants in a group of respondents differ from the mean value of that group. It is used to measure the extent of the variation or dispersion of a set of data. A low standard deviation refers to the data points tending to be close to the mean.

- Serving the community

Table 3.9: Section B Question 1

Section B Question 1				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	4.4	4.4	4.4
Disagree	53	39.0	39.0	43.4
Agree	68	50.0	50.0	93.4
Strongly Agree	9	6.6	6.6	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

On being asked the question whether the respondents felt that police officials joined the SAPS to serve the community, the majority (56.6%) indicated that they agreed to some extent with the statement, compared to the 43.4% who felt that police officials did not join to serve the community. The mean was 2.59 and the standard deviation was 0.683.

- Dedicated to address crime

Table 3.10: Section B Question 2

Section B Question 2				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	3.7	3.7	3.7
Disagree	65	47.8	47.8	51.5
Agree	59	43.4	43.4	94.9
Strongly Agree	7	5.1	5.1	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

On being asked whether they thought that police officers were dedicated to address crime, some respondents felt that police officials were in fact dedicated to address crime in their areas. The majority (51.5%) however indicated that they did not agree with the statement compared to the 48.5% who felt that police officials were committed in the fight against crime. The mean was 2.50 and the standard deviation was 0.655.

- Respectful towards the community

Table 3.11: Section B Question 3

Section B Question 3				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	4.4	4.4	4.4
Disagree	65	47.8	47.8	52.2
Agree	60	44.1	44.1	96.3
Strongly Agree	5	3.7	3.7	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

On replying to the question whether police officials were respectful towards the community, the majority (52.2%) of the respondents felt that police officials were not respectful towards the community, compared to the 47.8% who agreed with the statement. The mean was 2.47 and the standard deviation was 0.643.

- A victim of crime

Table 3.12: Section B Question 4

Section B Question 4				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	30	22.1	22.1	22.1
Disagree	22	16.2	16.2	38.2
Agree	65	47.8	47.8	86.0
Strongly Agree	19	14.0	14.0	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

While investigating the frequency levels of community members being victims of crime, 61.8% indicated that they had previously experienced or had been a victim of crime, compared to the 38.2% who indicated that they had not been a victim of crime previously. The mean was 2.54 and the standard deviation was 0.988. This confirms that the majority of citizens were very concerned about policing as such.

- A victim more than once

Table 3.13: Section B Question 5

Section B Question 5				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	30	22.1	22.1	22.1
Disagree	59	43.4	43.4	65.4
Agree	37	27.2	27.2	92.6
Strongly Agree	10	7.4	7.4	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

Once again, investigating the frequency level of community members being victims of crime, 65.5% indicated that they had not often experienced or been a victim of crime. Worryingly though, is that 34.5% indicated that they often experienced crime. The mean was 2.20 and the standard deviation was 0.868.

- Availability of the police

Table 3.14: Section B Question 6

Section B Question 6				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	21	15.4	15.4	15.4
Disagree	67	49.3	49.3	64.7
Agree	47	34.6	34.6	99.3
Strongly Agree	1	0.7	0.7	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

On being asked whether police officials were available when they were needed, 64.7% disagreed with the statement and only 35.3% felt that police officials were in fact available when needed. The mean was 2.21 and the standard deviation was 0.700. The management of the SAPS should take note of this statistic, as about two thirds of the respondents felt that the SAPS was not accessible or available when they were needed. This situation does not bode well for the image of the SAPS.

- Interested in assisting

Table 3.15: Section B Question 7

Section B Question 7				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	8.8	8.8	8.8
Disagree	79	58.1	58.1	66.9
Agree	45	33.1	33.1	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

Reacting to the question, whether the respondents felt that police officials were genuinely interested in helping them, 66.9% disagreed with the statement and only 33.1% felt that police officials were in fact genuinely interested in helping them. The mean was 2.24 and the standard deviation was 0.602. This question correlated well with Question 6, as in both instances the respondents answered that they disagreed with the statements, with a similar percentage of 64.7 and 66.9 respectively.

- Feelings of safety

When asked whether the respondents felt safe in their communities, a staggering 59.6% disagreed with the statement and only 40.4% felt that they were safe from crime in their area. This brings the question to mind, that if the community members did not feel safe in their everyday environment, why they had not done more to ensure their own safety, as indicated in Figures 3.8 through 3.10. The mean was 2.25 and the standard deviation was 0.707.

Table 3.16: Section B Question 8

Section B Question 8				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	21	15.4	15.4	15.4
Disagree	60	44.1	44.1	59.6
Agree	55	40.4	40.4	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

- Sensitive behaviour towards community

Table 3.17: Section B Question 9

Section B Question 9				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	11	8.1	8.1	8.1
Disagree	53	39.0	39.0	47.1
Agree	72	52.9	52.9	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

Reacting to the question whether the police officials act in a sensitive manner toward the respondents, 52.9% of the respondents felt that police officials were acting in a sensitive manner towards the community. Only 47.1% disagreed with the statement. The mean was 2.45 and the standard deviation was 0.642.

- Competency

Table 3.18: Section B Question 10

Section B Question 10				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	7.4	7.4	7.4
Disagree	62	45.6	45.6	52.9
Agree	63	46.3	46.3	99.3
Strongly Agree	1	0.7	0.7	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

When asked whether police officials were competent, a disturbing 52.9% indicated that they felt that police officials were incompetent to deal with their complaints and 47% indicated that they felt that the police officials that they had contact with, were in fact competent to do their duties. The mean was 2.40 and the standard deviation was 0.637.

- Interactions with SAPS

Table 3.19: Section B Question 11

Section B Question 11				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	4.4	4.4	4.4
Disagree	68	50.0	50.0	54.4
Agree	62	45.6	45.6	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

A total of 54.4% of the respondents indicated that they did not feel comfortable in their interactions with the SAPS. On the other hand, 45.6% replied that they did feel comfortable in their interactions. The mean was 2.41 and the standard deviation was 0.577.

- Satisfaction with service delivery

Table 3.20: Section B Question 12

Section B Question 12				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	20	14.7	14.7	14.7
Disagree	75	55.1	55.1	69.9
Agree	41	30.1	30.1	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

Reacting to the question whether the respondents were satisfied with the level of service being delivered by the SAPS, a whopping 69.9% indicated that they were not satisfied and only a measly 30.1% indicated that they were satisfied with the service delivery of the SAPS. The mean was 2.15 and the standard deviation was 0.654.

- Requesting assistance

Table 3.21: Section B Question 13

Section B Question 13				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	4.4	4.4	4.4
Disagree	45	33.1	33.1	37.5
Agree	82	60.3	60.3	97.8
Strongly Agree	3	2.2	2.2	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

When asked whether the respondents would ask for assistance from the SAPS, 62.5% said that they would, but alarmingly 37.5% indicated that they would not contact the SAPS for assistance in future situations. The mean was 2.60 and the standard deviation was 0.612.

- Reaction time

Table 3.22: Section B Question 14

Section B Question 14				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	27	19.9	19.9	19.9
Disagree	80	58.8	58.8	78.7
Agree	28	20.6	20.6	99.3
Strongly Agree	1	0.7	0.7	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

When asked whether the respondents felt that the SAPS' reaction time relating to crimes was acceptable, only 21.3% indicated that they were satisfied while 78.7% indicated that the police did not react swiftly enough to crime. The management of the SAPS in the North-West Province should definitely take cognisance of this disturbing state of affairs. The mean was 2.02 and the standard deviation was 0.661.

- Lodging of formal complaints

Table 3.23: Section B Question 15

Section B Question 15				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	26	19.1	19.1	19.1
Disagree	74	54.4	54.4	73.5
Agree	33	24.3	24.3	97.8
Strongly Agree	3	2.2	2.2	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

Reacting to the question whether the respondents felt that if they laid a formal complaint, the SAPS would investigate and give feedback swiftly, 73.5% disagreed and only 26.5% agreed with the statement. The management of the SAPS in the North-West Province should take cognisance of this problematic situation as well. The mean was 2.10 and the standard deviation was 0.719.

- Visible policing

Table 3.24: Section B Question 16

Section B Question 16				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	18	13.2	13.2	13.2
Disagree	68	50.0	50.0	63.2
Agree	46	33.8	33.8	97.1
Strongly Agree	4	2.9	2.9	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

The last question in this section asked if the respondents often saw police officials patrolling their areas. A total of 63.2% disagreed, stating that they did not often see visible patrols in their areas. Alarmingly, only 36.7% agreed with the statement. The management of the SAPS in the North-West Province should also take note of this lack of visibility. The mean was 2.26 and the standard deviation was 0.722.

3.3.3 Section C: Perceived levels of police dishonesty

In this section the communities' views on the perceived levels of police dishonesty were investigated and the following descriptive statistics were calculated.

The first four questions related to the respondents observing and or experiencing acts of police corruption.

- Experience/observation of police corruption

Table 3.25: Section C Question 1

Section C Question 1				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	21	15.4	15.4	15.4
Disagree	74	54.4	54.4	69.9
Agree	34	25.0	25.0	94.9
Strongly Agree	7	5.1	5.1	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

The first question of this section asked if the respondents had ever been in a position where they experienced or observed acts of police corruption. A staggering 69.9% indicated that they had in fact observed acts of police corruption, with the remaining 30.1% stating that they had never been in such a position. The mean was 2.20 and the standard deviation was 0.758.

- Negative impact on service delivery

Table 3.26: Section C Question 2

Section C Question 2				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	7.4	7.4	7.4
Disagree	25	18.4	18.4	25.7
Agree	69	50.7	50.7	76.5
Strongly Agree	32	23.5	23.5	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

When asked whether the respondents believed that police corruption does have a negative effect on police service delivery, a resounding 74.2% indicated that police corruption did have a negative effect. Surprisingly, 25.7% of respondents felt that police corruption did not have a negative effect on service delivery within their areas. The mean was 2.90 and the standard deviation was 0.842.

- Victim of corruption

Table 3.27: Section C Question 3

Section C Question 3				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	31	22.8	22.8	22.8
Disagree	81	59.6	59.6	82.4
Agree	17	12.5	12.5	94.9
Strongly Agree	7	5.1	5.1	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

Replying to the question of whether the respondents or anyone from their household had previously been a victim of police corruption as well as the next question of whether they had previously witnessed police corruption, 82.4% and 71.3% respectively, indicated that they had not, and 17.6% and 28.6% respectively indicated that they were a victim of or witnessed police corruption. The mean for was 2.00 and the standard deviation was 0.750, and for question 4 the mean was 2.15 and the standard deviation was 0.778.

Table 3.28: Section C Question 4

Section C Question 4				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	25	18.4	18.4	18.4
Disagree	72	52.9	52.9	71.3
Agree	32	23.5	23.5	94.9
Strongly Agree	7	5.1	5.1	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

Table 3.29: Section C Question 5

Section C Question 5				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	62	45.6	45.6	45.6
Disagree	69	50.7	50.7	96.3
Agree	4	2.9	2.9	99.3
Strongly Agree	1	0.7	0.7	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

This was a bit of a stand-alone question, and in hind sight it might not have been statistically very sound to pose to the respondents. When asked whether the respondents believed that all employees of the SAPS were guilty of police corruption, a resounding 96.3% indicated that this was not the case and only 3.6% agreed with the statement. The mean was 1.59 and the standard deviation was 0.590.

- Reporting and follow-up

Questions 6, 7 and 8 were grouped together to investigate the issue of reporting police corruption.

Table 3.30: Section C Question 6

Section C Question 6				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	11	8.1	8.1	8.1
Disagree	58	42.6	42.6	50.7
Agree	56	41.2	41.2	91.9
Strongly Agree	11	8.1	8.1	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

Table 3.31: Section C Question 7

Section C Question 7				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	11	8.1	8.1	8.1
Disagree	59	43.4	43.4	51.5
Agree	54	39.7	39.7	91.2
Strongly Agree	12	8.8	8.8	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

Table 3.32: Section C Question 8

Section C Question 8				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	13	9.6	9.6	9.6
Disagree	61	44.9	44.9	54.4
Agree	58	42.6	42.6	97.1
Strongly Agree	4	2.9	2.9	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

From the responses to all three of these questions it was clear that the respondents were divided as to whether they knew how to report police corruption, they were free to report police corruption and as to whether police management would act decisively concerning reported acts of police corruption. Those who reacted positively towards these questions represented 49.3%, 48.5% and 45.5% of the communities respectively. Interestingly, all three questions' positive replied to, were below 50%. Those who felt negatively towards these questions represented 50.7%, 51.5% and 54.4% of the communities respectively, indicating that the respondents felt slightly unsure of how to report acts of corruption. The mean for Question 6 was 2.49 and the standard deviation was 0.760. Question 7 had a mean of 2.49 and a standard deviation of 0.770, while question 8 had a mean of 2.39 and a standard deviation of 0.701.

- Justification for corruption

Questions 9 through 14 were also grouped together to investigate the possible reasons for police officials to commit acts of police corruption.

In Table 3.33 below, responses had to answer the question, whether they thought that police officials got involved in corruption due to low or insufficient wages. The results were that 56.6% of all respondents felt that insufficient wages were no excuse for police officials to become corrupt. The mean was 2.38 and the standard deviation was 0.788.

- Insufficient wages

Table 3.33: Section C Question 9

Section C Question 9				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	17	12.5	12.5	12.5
Disagree	60	44.1	44.1	56.6
Agree	50	36.8	36.8	93.4
Strongly Agree	9	6.6	6.6	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

- Poor hiring practices

Table 3.34: Section C Question 10

Section C Question 10				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	2.9	2.9	2.9
Disagree	17	12.5	12.5	15.4
Agree	72	52.9	52.9	68.4
Strongly Agree	43	31.6	31.6	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

A total of 84.5% of the respondents indicated that they felt that the SAPS' poor hiring practices was a contributing factor when it came to police officials who became involved in corrupt activities. The mean was 3.13 and the standard deviation was 0.738.

- Culture of silence

Table 3.35: Section C Question 11

Section C Question 11				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	3.7	3.7	3.7
Disagree	16	11.8	11.8	15.4
Agree	84	61.8	61.8	77.2
Strongly Agree	31	22.8	22.8	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

A total of 84.6% of the respondents indicated that they felt that there was a culture of silence between police officials, which made police corruption very difficult to discover. The mean was 3.04 and the standard deviation was 0.704.

- Community reflective of levels of corruption

Table 3.36: Section C Question 12

Section C Question 12				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	11	8.1	8.1	8.1
Disagree	37	27.2	27.2	35.3
Agree	71	52.2	52.2	87.5
Strongly Agree	17	12.5	12.5	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

When asked whether the levels of police corruption mirror the levels of corruption within the community, the respondents felt that this statement was true, with 64.7% agreeing. The mean was 2.69 and the standard deviation was 0.794.

- Corruption widespread

Table 3.37: Section C Question 13

Section C Question 13				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	3.7	3.7	3.7
Disagree	43	31.6	31.6	35.3
Agree	77	56.6	56.6	91.9
Strongly Agree	11	8.1	8.1	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

Question 13 asked the respondents whether police corruption was widespread in their areas. A total of 64.7% of the respondents were in agreement with this statement. The mean was 2.69 and the standard deviation was 0.672.

- Manifested through the police culture

Table 3.38: Section C Question 14

Section C Question 14				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	3.7	3.7	3.7
Disagree	34	25.0	25.0	28.7
Agree	83	61.0	61.0	89.7
Strongly Agree	14	10.3	10.3	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

The last of the grouped questions that investigated the possible reasons for police corruption, Question 14, asked the respondents whether police corruption manifested itself through the police culture. A staggering 71.3% of the respondents indicated that they were of the opinion that the culture within the SAPS did play a very real role when police officials were involved in police corruption. The mean was 2.78 and the standard deviation was 0.674.

- Learning from shared experiences

Table 3.39: Section C Question 15

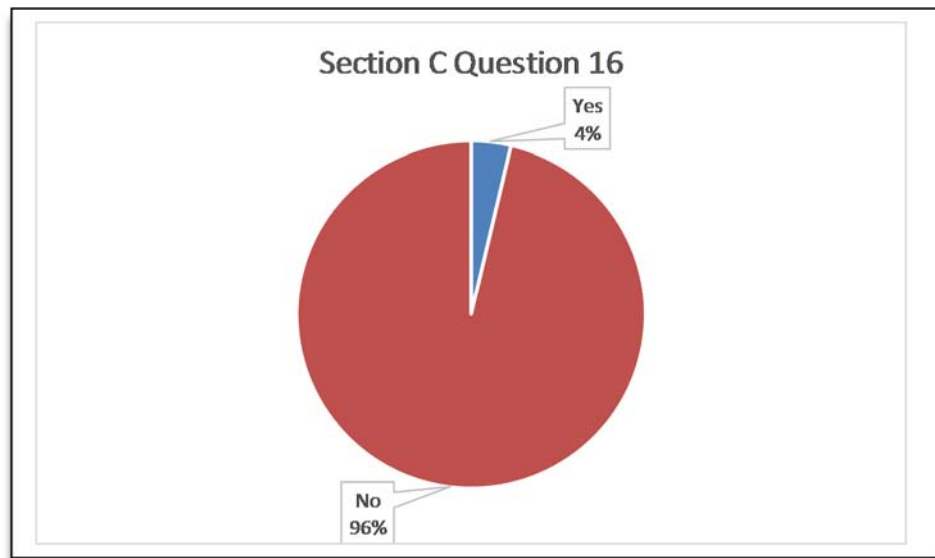
Section C Question 15				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	7	5.1	5.1	5.1
Disagree	43	31.6	31.6	36.8
Agree	80	58.8	58.8	95.6
Strongly Agree	6	4.4	4.4	100.0
Total	136	100.0	100.0	

(Source: Adapted from Statistical Consultation Services Analysis)

Question 15 attempted to determine whether police officials learned how to act and conduct themselves through their shared experiences with other police officials. A total of 63.2% of the respondents indicated that they were of the opinion that police officials did in fact learn from one another how to act and conduct their everyday duties. The mean was 2.63 and the standard deviation was 0.655.

- Whistle-blowing

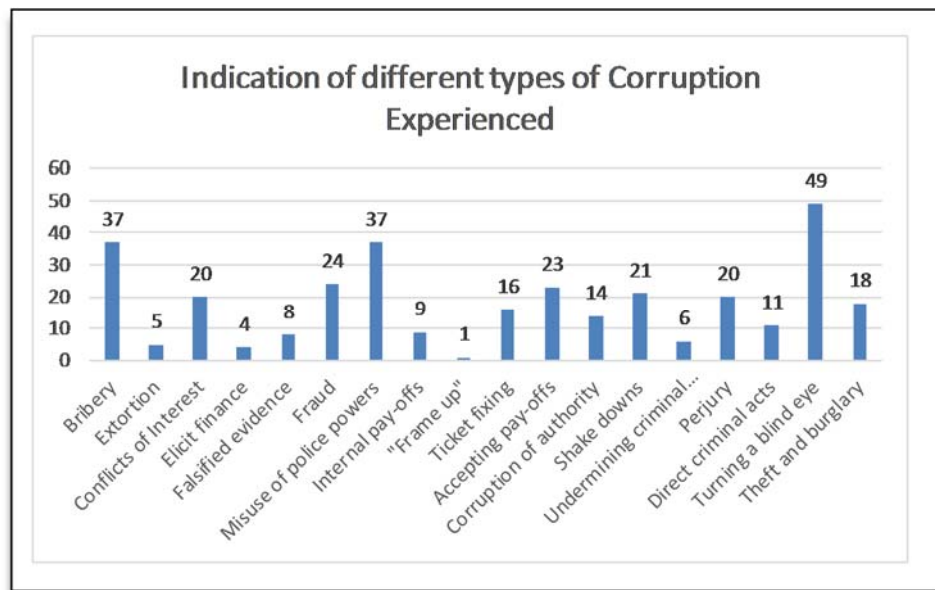
Figure 3.12: Use of Whistle-Blowing Hotline



(Source: Adapted from Statistical Consultation Services Analysis)

On being asked whether the respondents had previously made use of the SAPS' whistle-blowing hotline, the vast majority (96%) indicated that neither they nor any member of their household had done so. A measly 3% of all the respondents indicated that they had actually made use of this hotline. The amount of respondents reporting that they had not made use of the SAPS' whistle-blowing hotline (96%) was in direct contradiction to the amount of respondents who indicated that they previously were victims of corruption (82.4%) as well as those who indicated that they previously witnessed police corruption (71.3%). This is disturbing as the majority of respondents indicated that they were victims of or witnessed corruption before, yet these community members were not using the facilities that were made available to them to report these instances. This situation however correlated with the responses relating to whether the respondents felt that the SAPS reacted swiftly to reports of corruption (where 78.7% of the respondents disagreed), and to the question of whether the respondents felt that if they laid a formal complaint, the SAPS would react swiftly and give feedback (73.5% disagreed). This question consisted of only two possible answers with a low of 1 or a high of 2. In this case the mean was 1.96 and the standard deviation was 0.189.

Figure 3.13: Indication of different types of corruption



(Source: Own Compilation)

As can be seen from Figure 3.12 above, the most common type of corruption that the respondents indicated they experienced, were police officials turning a blind eye to questionable practices (15.17%). The types of corruption experienced by the respondents and the number of residents, who experienced it, were as follows:

- Turning a blind eye 49,
- Misuse of police powers 37,
- Bribery 37,
- Fraud 24,
- Accepting pay-offs 23,
- Shake downs 21,
- Conflict of interest 20, and
- Perjury 20

Also worth mentioning are the types, along with the number of respondents indicating that they have experienced this type of corruption. These were:

- Extortion 5,
- Elicit finance 4, and
- Frame-up 1

What these numbers tell us of this study is that the low numbers indicate the questions that the respondents disagreed with the most, such as questions B14, B15, and C3 and the high numbers are the questions that the respondents agreed with the most, such as questions C2, C10, and C11.

3.4 FACTOR ANALYSIS

Reliability in statistical terms denotes the overall dependability of a measure. A measure is assumed to have a high level of dependability if it yields comparable results under stable conditions. In this section, tests such as the Kaiser-Meyer-Olkin measure of Sampling Adequacy (KMO), percentages of variance and the pattern matrixes of both factors of this study were investigated. The Cronbach Alpha was calculated for both factors and was found to be very good. This is a measure of internal consistency, in other words, how closely related items in a group are to each other.

3.4.1 Assumption testing: Kaiser-Meyer-Olkin Measure of Sampling Adequacy

The KMO measure of sampling adequacy delivers a score of between 0 and 1 and the closer that figure is to 1, the better the correlations are thought to be. In the case of this study the KMO for the first factor, the satisfaction levels with police service delivery, delivered a score of 0.884, which is an indication that the correlations within this study were very good. The second factor of this study, namely the perceived levels of police corruption, delivered a score of 0.706, which is not as reliable as the first factor, but still indicates that this factor also yields good correlations.

Table 3.40: KMO and Bartlett's Test – Factor 1

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.884
Bartlett's Test of Sphericity	Approx. Chi-Square	1146.070
	df	120
	Sig.	0.000

(Source: Adapted from Statistical Consultation Services Analysis)

Table 3.41: KMO and Bartlett's Test – Factor 2

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.706
Bartlett's Test of Sphericity	Approx. Chi-Square	511.304
	df	78
	Sig.	0.000

(Source: Adapted from Statistical Consultation Services Analysis)

3.4.2 Percentage of variance

When one attempts to explain the variance, a target of 50% is aimed for. As can be noted from Table 3.42, if two components are selected for the first factor, 54% of the variance will be explained.

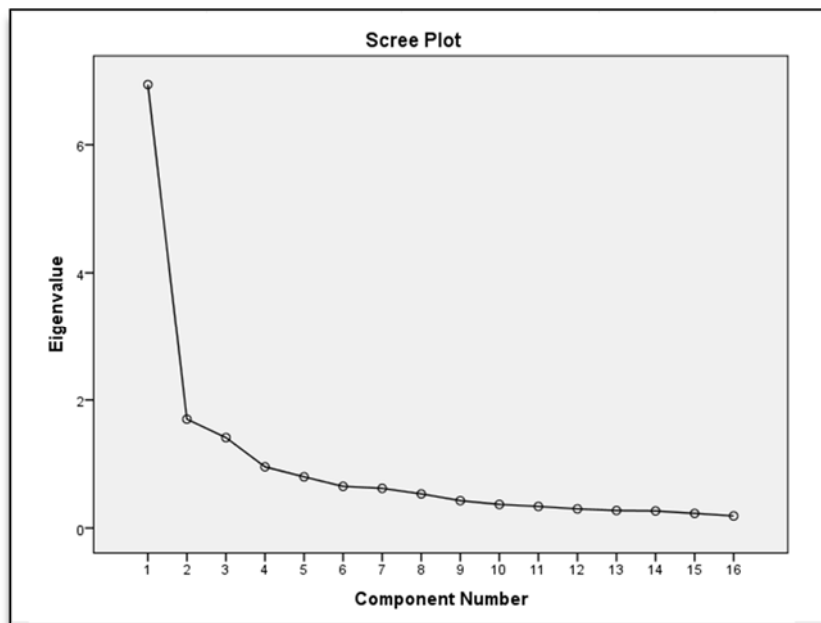
Table 3.42: Total Variance Explained – Factor 1

Total Variance Explained								
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a	
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	
B1	6.940	43.377	43.377	6.940	43.377	43.377	6.866	
B2	1.700	10.623	54.000	1.700	10.623	54.000	2.078	
B3	1.412	8.822	62.823					
B4	0.956	5.974	68.797					
B5	0.799	4.995	73.791					
B6	0.651	4.067	77.858					
B7	0.620	3.872	81.730					
B8	0.533	3.332	85.062					
B9	0.427	2.670	87.732					
B10	0.368	2.302	90.034					
B11	0.337	2.108	92.142					
B12	0.299	1.868	94.010					
B13	0.273	1.709	95.719					
B14	0.267	1.669	97.388					
B15	0.229	1.430	98.818					
B16	0.189	1.182	100.000					

Extraction Method: Principal Component Analysis.

(Source: Adapted from Statistical Consultation Services Analysis)

Figure 3.14: Scree Plot –Factor 1



(Source: Adapted from Statistical Consultation Services Analysis)

When these components are plotted on a Scree plot and the “elbow” or the point where the bend occurs in the curve is determined, one can see that the plot indicates that this factor should most probably consists of two components, to be able to explain more than the 50% target. These components will for the purposes of this study be named trust and experience.

After the Scree plot has indicated the number of components to choose, a pattern matrix can be constructed to determine which components relate to one another. Below, in Table 3.43 the matrix indicates that questions B1 to B3 and B6 to B16 are all closely related to one another in component 1 (trust) and questions B4 and B5 are closely related to one another in component 2 (experience).

Table 3.43: Pattern Matrix – Factor 1

Pattern Matrix ^a		
	Component	
	TRUST	EXPERIENCE
B12	0.802	
B11	0.778	
B7	0.774	
B14	0.757	
B2	0.735	0.347
B15	0.730	
B6	0.726	
B8	0.695	
B1	0.646	0.288
B3	0.639	
B10	0.623	
B9	0.615	-0.335
B13	0.577	
B16	0.526	
B5		0.820
B4		0.739

(Source: Adapted from Statistical Consultation Services Analysis)

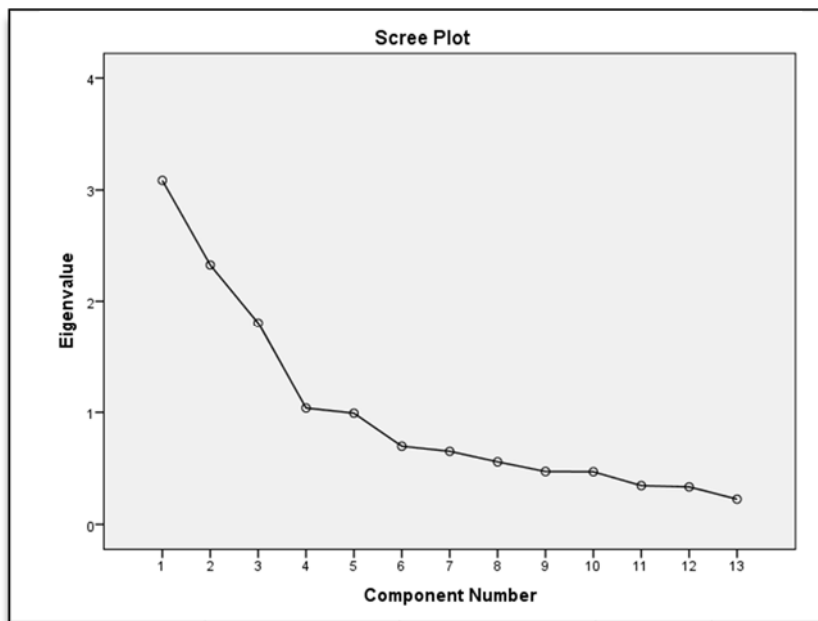
These processes now need to be repeated for the second factor. As can be seen from Table 3.44, if in this case three components were selected for the second factor, 55.51% of the variance would be explained.

Table 3.44: Total Variance Explained – Factor 2

Total Variance Explained								
Component	Initial Eigenvalues				Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	
C1	3.086	23.740	23.740	3.086	23.740	23.740	2.740	
C2	2.327	17.897	41.638	2.327	17.897	41.638	2.607	
C3	1.803	13.869	55.507	1.803	13.869	55.507	2.054	
C4	1.039	7.990	63.496					
C6	0.992	7.631	71.127					
C7	0.698	5.365	76.492					
C8	0.652	5.015	81.507					
C9	0.558	4.292	85.799					
C10	0.472	3.628	89.427					
C11	0.469	3.612	93.038					
C12	0.346	2.660	95.698					
C13	0.334	2.571	98.270					
C14	0.225	1.730	100.000					
Extraction Method: Principal Component Analysis.								

(Source: Adapted from Statistical Consultation Services Analysis)

Figure 3.15: Scree Plot – Factor 2



(Source: Adapted from Statistical Consultation Services Analysis)

When these components were plotted on a Scree plot and the elbow or the point where the bend occurs in the curve was determined, it was clear that the plot indicated that this factor should most probably consist of three components to be able to explain more than the 50% target. These components were for the purposes of this study named observing, reporting and reasons.

After the Scree plot indicated the number of components to choose, a pattern matrix was constructed to determine which components relate to one another. Below, in Table 3.45 the matrix indicates that Questions C1 to C4 are closely related to one another in Component 2 (observing), C6 to C8 are all closely related to Component 3 (reporting) and C9 to C14 are all closely related to one another in Component 1 (reasons).

Table 3.45: Pattern Matrix – Factor 2

Pattern Matrix ^a			
	Component		
	REASONS	OBSERVING	REPORTING
C13	0.817		
C12	0.741		0.278
C11	0.715		
C14	0.709		
C10	0.539		
C9	0.283		
C4		0.863	
C3		0.817	
C1		0.794	
C2		0.662	
C7			0.823
C6			0.803
C8			0.674

(Source: Adapted from Statistical Consultation Services Analysis)

3.5 RELIABILITY ANALYSIS: CRONBACH ALPHA

Calculating and examining the Cronbach Alpha for each factor indicated that the alphas were good. No substantial increases in alpha for any of the scales could be achieved by eliminating more items.

Table 3.46: Cronbach Alpha – Factor 1

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.798	0.802	2

(Source: Adapted from Statistical Consultation Services Analysis)

Table 3.47: Cronbach Alpha – Factor 2

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.679	0.677	3

(Source: Adapted from Statistical Consultation Services Analysis)

Overall, these analyses indicated that these two and three factors respectively were underlying police service delivery and police corrupt practises which were consistent.

3.6 COMPARATIVE STATISTICS

Chapter 3 started with the identification of frequencies, next the data was reduced with items removed from the pertinent factors. From this point on, only these factors were worked with. In this stage of the data analysis, the investigation explored which biographical information influenced these factors. Once this was done, it was apparent how these influenced one another. The results were also discussed. To compare all the components that have an order to them, the correlations need to be calculated.

- Firstly, age was compared to the six different categories and it was found that the age of the respondent did not correlate with any of these categories.
- Next the respondents' levels of education was compared, and here too it was found that no correlation could be found between the respondents' education level and their responses to the questions in the different categories.
- The level of the respondents' income however did yield a correlation. It was established that the higher a respondent's income, the less they experienced crime and police corruption. The respondents also did not agree with the perceived reasons for police officials to become involved in police corruption. These both showed up in the calculations as negative correlations as is apparent in Table 3.48.
- While calculating the correlations between the different categories and the period that the respondents have been living in their area, the only correlation that was found was that the longer they stayed in an area the lower their reporting of crime was. This could be due to the low level of trust that the community has in the SAPS.

In other words the community might feel that it does not help to report crime anymore because the SAPS does not react or do anything to combat criminal behaviour.

- Someone who has not lived in a specific area for an extended period might still feel that it is worthwhile to report crime. The number of people living together in a residence positively correlates with the categories in Section C. These respondents indicated that they agree more with the reasons for corruption. The more people living in the home, the more they agreed with the reasons for corruption.

Assessing the correlations between these factors is also important. If trust is high, there is a low experience of crime. The moment respondents have experienced corruption themselves, their trust decreased. If their trust is high they scored low on questions C1 to C4. In other words they have not observed corruption, yet they believe in the reporting of police corruption and crime in general.

People who have experienced crime, bad service delivery and police corruption do not have a high level of trust anymore. They do not believe that reporting crime is worth the effort. If their trust is high, they have not really experienced corruption, do not see it, and still believe that reporting it can make a difference. They also do not believe the reasons for police corruption. This confirms that there is a correlation between bad service delivery and police corruption.

Moving on to the components that do not have an order to them, it was found that, there was no meaningful difference between the answers of males and females. Looking for a practical meaningful effect, by investigating the statement whether the community made use of private security firms, it was found that between respondents who have or have not experienced corruption before, those who did have added security measures confirmed that they experienced less crime and police corruption than those who did not have added security. It was also found that those who did not have extra safety measures in place experienced more crime than those who do have these measures in place.

Surprisingly, it was found that those who indicated that they made use of the SAPS' whistle-blowing hotline experienced a lower level of police corruption than those who answered that they did not make use of the hotline. It was also found that these whistle-

blowers felt that it was still worthwhile to report corruption as something will be done when these acts are reported to SAPS' management.

Investigating the responses from the different residential areas, by taking into consideration the effect sizes, it was clear that the Ventersdorp community's viewpoints differ from that of the community of Potchefstroom. The level of trust in Ventersdorp was lower than that of the respondents from Potchefstroom and the level of experience in Ventersdorp was higher than that of Potchefstroom, as well as that of the Ikageng community. Concerning the reporting of acts of police corruption, the community of Ventersdorp reports these acts of corruption less than those living in Potchefstroom do.

There are quite a few practically significant differences concerning the different types of added security measures in place. It was found that those who have alarm systems, reported levels of trust was higher than those who only had fencing, and respondents with electric fencing, beams and CCTV cameras experienced crime more than those with alarm systems only, as well as those who only had fencing.

Table 3.48: Correlations

Correlations										
	A1	A4	A6	A8	A9	B_Trust	B_Experience	C_Observing	C_Reporting	C_Reasons
B_Trust										
Correlation Coefficient	-0.003	0.001	0.081	0.029	-0.012	1.000	-0.238**	-0.235**	.398**	-.327**
Sig. (2-tailed)	0.972	0.992	0.349	0.739	0.889		0.005	0.006	0.000	0.000
N	136	136	136	136	136	136	136	136	136	136
B_Experience										
Correlation Coefficient	-0.056	-0.087	-.309**	0.078	0.056	-.238**	1.000	.412**	-0.001	0.094
Sig. (2-tailed)	0.518	0.312	0.000	0.369	0.516	0.005		0.000	0.989	0.278
N	136	136	136	136	136	136	136	136	136	136
C_Observing										
Correlation Coefficient	0.015	0.065	-.183*	-0.087	-0.073	-.235**	.412**	1.000	-0.098	0.142
Sig. (2-tailed)	0.866	0.453	0.033	0.313	0.396	0.006	0.000		0.255	0.099
N	136	136	136	136	136	136	136	136	136	136
C_Reporting										
Correlation Coefficient	-0.138	-0.076	-0.073	-.196*	-0.051	.398**	-0.001	-0.098	1.000	-0.073
Sig. (2-tailed)	0.110	0.380	0.398	0.022	0.553	0.000	0.989	0.255		0.399
N	136	136	136	136	136	136	136	136	136	136
C_Reasons										
Correlation Coefficient	-0.101	0.098	-.187*	-0.078	.193*	-.327**	0.094	0.142	-0.073	1.000
Sig. (2-tailed)	0.242	0.258	0.029	0.368	0.024	0.000	0.278	0.099	0.399	
N	136	136	136	136	136	136	136	136	136	136

* . Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

(Source: Adapted from Statistical Consultation Services Analysis)

3.7 SUMMARY

There is wide-ranging acknowledgement that the problem of police corruption in South Africa is prevalent. There is confirmation that police corruption is common and systemic, but the magnitude of the problem cannot simply or precisely be measured (Newham and Faull, 2011:5). This study principally concentrated on police corruption in the Potchefstroom accounting area. It can be deducted from the results of this study that the community within this area is generally displeased and frustrated with the delivery of the service that they receive from the SAPS. As the communities are the consumers of the services that the SAPS deliver, a prerequisite for the community's support in all police operations is trust (Brown, 2012:335). Therefore, the reputation of the SAPS has become one of unprofessionalism, delinquency, and corruption - a reputation that has hurt civilian trust in the SAPS (Faull, 2011:5). The bulk of the respondents were of the view that police officials were generally corrupt due to the reasons as listed in the discussions above.

CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1 INTRODUCTION

The fourth and final chapter covers the conclusion and recommendations concerning this study. In the conclusion, the role of police officials are discussed along with the researcher's ideas on the subject of police corruption and the quality of the service being delivered to the community by the SAPS in the Potchefstroom accounting area. The existing state of police corruption in the Potchefstroom accounting area was also briefly described.

4.2 MAIN FINDINGS OF THE STUDY

Recently, the SAPS released the latest national crime statistics, painting a bleak picture for South Africa and in doing so, confirming that the crime situation is in a steep downward spiral. Local media also reported on the state of crime in the focus region of this study, being the Potchefstroom accounting area (Wetdewich, 2017:3). In this article, two of the policing precincts relating to this study were singled out, citing worrying statistics such as the fact that on average, 82 persons are robbed in Potchefstroom and Ikageng on a monthly basis. It was also reported that serious crimes rose from 894 cases in the previous year to 1279 cases this year. This constitutes a staggering increase of 43.06%. This figure comprises of 982 cases of robbery, 251 cases of sexually related offences and 46 cases of murder. In his reaction to these crime statistics, Mr Joe McGluwa, the provincial leader of the Democratic Alliance (DA) stated that the SAPS in the North-West Province does not "have enough resources, personnel or equipment" (Wetdewich, 2017:3).

The SAPS in particular, but policing agencies around the world as a whole, play a vital role in keeping the community and their belongings safe and without saying, have the very important responsibility not to abuse or exploit the communities that they serve. As argued by Dempsey and Forst (2012:217), the nature of the work police officials do, create a rich and fertile breeding ground for corruption to prosper and grow in, due to the vast powers and authority bestowed on police officers, along with the level of discretion allowed to these officers.

As is apparent from the information that was discussed during this study (refer to Section 2.3) many police officials - some of them alarmingly high up in the echelons of the SAPS

- transgress often, and as such are too ensnared in unlawful and criminal actions. The popular opinion of the community that was studied is that these community members are generally dissatisfied with the level and quality of the service being rendered to them by the police in the Potchefstroom accounting area. This is due to high levels of inappropriate conduct by police officials that is not in accordance with prescribed laws and directives. As such, the researcher concludes that police corruption has a very negative influence on service delivery within the Potchefstroom accounting area. This also negatively affects the trust relationship between the police and the community that they are charged to safeguard. In addition to this study's conclusion, Faull (2011:1) states that the foremost motive for the poor image that the SAPS holds with the community, is due to the view that a lot of SAPS officers are in fact corrupt. As previously stated in Chapter 2, corruption is omnipresent and a generally insistent part of numerous policing organisations (Faull 2011:1). As such, police corruption is globally a tremendous problem (Newham, 2016:1). This study only concentrated on police corruption in the Potchefstroom accounting areas of Potchefstroom, Ikageng, Ventersdorp, Klerkskraal and Buffelshoek.

As the SAPS is the principal enforcer or keeper of the constitution, peace and democracy in South Africa, they have the power to either create a pleasurable, crime-free environment for all the country's citizens, or nurture a hostile, negative environment for everyone. The SAPS faces a massive task in dealing with its officers' transgressions and can only start to do so by placing real and proficient procedures in place to reduce police corruption. Likewise, these procedures will empower the SAPS to institute better and more competent processes to diminish the negative influence police corruption has on service delivery.

At the end of the day, the purpose of this study is not to taint the good name or image of the SAPS or the Potchefstroom accounting area, but to investigate the issue of police corruption from a different perspective, being that of the community as a very important stakeholder or constituency served by the SAPS. This study was undertaken to uncover the magnitude of police corruption in the Potchefstroom accounting area, the perception that the community in this area has about the level of police corruption, and to formulate recommendations on how to augment the processes already in place to reduce the influence of police corruption on service delivery.

For this study the service of a specialist from the Statistical Consultation Services department of the North-West University, was used to ensure that no statistical errors

were present in the empirical results. Apart from the general statistical support provided by this specialist throughout the study, the use of this expert guaranteed the correctness of the analysis. It can thus be established that the use of such an expert has ensured the credibility of the research process.

Statistical analysis revealed that the constructs identified, such as the trust and satisfaction dimensions along with experience, reporting, observing dishonesty and police corruption within the SAPS (see Figure 4.1), could be validated. The factor analysis confirmed the constructs as well as their measuring items. In all occasions, the relative significance was calculated through factor loadings, while their consistency (Cronbach Alpha), appropriateness for multi-variable analysis (Bartlett's test) as well as sample adequacy (Kaiser-Meyer-Olkin) further concluded that the research instrument (questionnaire) designed from the literature study was valid. As can be seen in Chapter 3, the empirical confirmation of the data collected comprises of:

- The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy. The KMO revealed that the variables of this study were of a strong enough nature to be able to make use of factor analysis. This study's large KMO values showed that the sample size was suitable and consequently that the factor analysis for this specific sample was reliable. The KMO test thus established that the suitability of the sample size made the results more valid.
- The Bartlett's test. As this test yielded p-values smaller than 0.0001, it was also deemed appropriate for this study, indicating that the correlations between the different variables were also sufficient for factor analysis to be made use of.
- Cronbach Alpha coefficients. These coefficients were calculated for each of the identified factors. The results showed that, there was a large amount of reliability as well as internal consistency among the items. This is indicative that not only were the results valid, but that it would also be suitable to use this test to undertake similar studies.

According to this, it can be deduced that the research questionnaire used and the data collected was reliable and valid.

Previous studies that came to the same or similar conclusions were that of Mapooa Charlie Vilakazi, who in 2015 studied the impact of police corruption on service delivery

in Pretoria Central and a 2016 study undertaken by Petronella Jonck and Eben Swanepoel, entitled “The influence of corruption: a South African Case”. Both these studies, done from different perspectives, found that police corruption does have a negative effect on service delivery.

4.3 CONTRIBUTION OF THE STUDY

The ultimate value of this research study would be the expansion of the current knowledge base relating to unethical behaviour or conduct by police officials, specifically of police corruption. Having the research questions answered as indicated below in Section 4.4, the knowledge gap that existed, relating to these policing issues within the focus area of the study, has been reduced. As such it will add managerial value to the SAPS management of the North-West Province as well as the accounting area being studied. They now have a better understanding of the communities’ perception and the influence of unethical behaviour or conduct on the service delivery within the specific accounting area, policing precinct of Potchefstroom, Ikageng, Ventersdorp, Klerkskraal and Buffelshoek.

4.4 EVALUATION OF THE STUDY

Through the evaluation of this study, the researcher is of the opinion that both the primary as well as secondary objectives were met. The primary objective of this research study was to assess the perceptions that the community living within the Potchefstroom accounting area of Potchefstroom, Ikageng, Ventersdorp, Klerkskraal and Buffelshoek have regarding the level of service delivery that they receive and the prevalence of police corruption within their areas. These perceptions were extensively investigated during the study, as reported in Chapter 3. The researcher found that the community within this area is mostly dissatisfied and frustrated by the level of service delivery that they receive from the SAPS. The community does not trust the SAPS and feels that police officials are incompetent while executing their duties. Thus, the reputation of the SAPS is one of unprofessionalism, delinquency, and corruption, which is hurting civilian trust in the SAPS. The majority of respondents are of the view that police officials are generally corrupt, due to the reasons listed in Chapter 3.

There were two secondary objectives for this research study, being to:

- Investigate the influence of unethical behaviour on service delivery by the SAPS in the North-West Province. This objective was also met, and as a result of the fulfilment of the primary objective it became clear that police corruption and general unethical behaviour do have a very negative influence on service delivery, impacting on the trust that the community has in the SAPS.
- Make recommendations to the management of the SAPS in the North-West Province, suggesting how to control and prevent the influence of unethical behaviour on said focus area of Potchefstroom, Ikageng, Ventersdorp, Klerkskraal and Buffelshoek. Section 4.5 below discusses the interventions that are recommended to SAPS management. These should enable them to improve the perception that the community has of police corruption and to improve the trust between the SAPS and the community. The researcher is of the opinion that if SAPS management of the SAPS in the North-West Province follow these recommendations, they will be successful in their endeavour to decrease the instances of police corruption.

4.5 RECOMMENDATIONS

Constructed on the grounds of the data analysed, the researcher recommends that the following interventions be considered in bettering the perceptions that the community has of police corruption and consequently also improving a real and proficient delivery of service in the Potchefstroom accounting area policing precinct. Firstly, it is recommended that the SAPS, starts a campaign focussing on the impact that police corruption has on service delivery. In addition, police officials should, as their main unbiased and unprejudiced objective, concentrate on the needs of the community they serve and show them the respect that they deserve as their clients. It is imaginable that police corruption can be fought, as long as top management is committed and the correct capabilities are available (Burger and Grobler, 2017:1).

Specific recommendations following from the research are:

4.5.1 Customer focused policing

The SAPS has (as discussed in Chapter 2) a duty to deliver as stated in their Batho Pele principles, an accessible customer-orientated service to the community. Concerns of non-delivery or deficient delivery of services to the community must be addressed immediately. The SAPS ought to cultivate dynamic partnerships with the community and

involve the Community Policing Forum (CPF) more in the battle against police corruption, as well as other concerns the community may have. Frequent consultation with the community should be sought to determine how and in which way the SAPS is lacking or falling short, in an attempt to improve the service that they are delivering to their customers.

The community ought to be encouraged to report any and all dishonest activities of SAPS officials. The SAPS on the other hand has a duty to be available when community members need their services, be faithful to the community, take their complaints seriously and to always work according to the prescribed laws and regulations, so that they can regain the community's trust and the community can back them in the battle against corruption and crime as a whole. This will also help to stop the community from taking the law into their own hands, solving the problem of kangaroo courts.

Through doing thorough investigation of SAPS employees' dishonest activities, the police need to start safeguarding the community and stop colluding with criminal elements. Whistle-blowers' safety must be ensured and community members feeling unsafe while encountering the SAPS employees as the result of corrupt police officials, should be reassured.

4.5.2 Better-quality recruitment strategy

Dempsey and Forst (2012:105) remark that policing institutes should be encouraged to think out of the box when it comes to reaching capable and competent applicants. This can be achieved by improving candidates' starting incentives and benefits such as their remuneration, overtime benefits and opportunities to further their careers. For the SAPS to be able to recruit the appropriate candidates they should review their recruitment drive by creating a range of employment plans (Brown, 2012:216).

One such approach could be the identification of officers that are characteristic of the criteria for an individual being employed. As such, it is of utmost importance for the SAPS to have suitable selection criteria available to ensure that only dedicated and steadfast individuals join the organisation. Brown (2012:346) states that integrity should be the most important criteria for police officers as it is more important for the SAPS than any other government institution, since the SAPS is entrusted by the Constitution to maintain and enforce the laws of South Africa. If the SAPS recruits candidates with high levels of integrity, they will ensure that they recruit individuals who are eager to help and assist the

community at all times with pride, no matter what that help may entail, even if it is to their own discomfort or disadvantage. Hrand Saxenian, a Harvard Business School professor, backed this philosophy that the selection of police officers should lay emphasis on choosing the most emotionally intelligent, stable and mature candidates (Dempsey and Frost, 2012:107).

Ethics embody values and standards of behaviour or conduct that are intended to guide police officials' performance (Brown, 2012:347). Emphasis ought to be placed on rooting out police corruption and all other forms of misconduct within the SAPS. Candidates should be screened adequately and those that should not be in the SAPS should be sifted out. In a drive to improve its selection process, the SAPS should conduct thorough background examinations of all candidates' entire lives, including fields such as all places of residence, previous employment, schools, policing experience, driving history, and criminal activity, both discovered and unnoticed (Dempsey and Forst, 2012:111). As a first line of defence against possible police corruption and aiding in ridding the SAPS of possible corrupt officials, they should also vet all new recruits, as this was not properly done for many years.

Many policing agencies around the world have started to take the view that it is important for police officials to have a tertiary education (Prenzler, 2009:76). This view signifies that the employment of police officials should bring about the appointment of those who view policing as a calling. This means that the SAPS should target individuals who have studied or who is already studying policing-related courses. The reason for this view is that these individuals are showing an interest to serve the community and becoming a police officer as a career path.

4.5.3 Training and development

The lack of training in the SAPS is the chief stumbling block in the effective delivery of service to the community. The SAPS should invest heavily in eradicating this problem. The duration of time spent on basic training at the various SAPS academies should be increased to allow for all essential training interventions. The SAPS should not depend so much on in-service field training. This will allow for uniform levels of training and minimise the possibility that new recruits learning or being influenced by the police culture at the various field training stations where they are placed.

The SAPS should also promote in-house training programmes that will encourage police officials to further their academic studies. It is vital that the SAPS must invest heavily in their human resources by supporting their officers and teaching them to appreciate the human mind, and to gain their expertise in dealing with the various policing environments. When it comes to dealing with the public, there should be some amount of emotional intelligence training for SAPS officials to help them be prepared for the rigors related to police work. The SAPS should aim to find or attain individuals with the necessary integrity and knowledge rather than pursuing numbers. The SAPS would be better off with fewer, well-trained ethically motivated officers than great numbers of untrained and unethical officials.

Police officers must be given the crucial training and skills needed to execute their duties and be able to reach their full potential. In achieving this, SAPS officials should regularly be sent on workshops and training interventions to gain new skills and maintain the skills already learned through refresher courses. They should focus on specialised courses such as investigative skills for detectives, advanced management skills for the management level employees within the SAPS as well as riot and crowd control courses in an attempt to prevent tragedies such as the Marikana incident. The SAPS should attempt to acquire the services of international experts on policing to guide and instruct them on ways to improve the SAPS' relations with the community.

4.5.4 Police wages

The perception amongst the majority of community members is that improved remuneration for police officials would be a real and actual manner of preventing officers from enriching themselves by way of corrupt activities. Police work is a real and highly risky environment and consequently, if the government is serious about decreasing police corruption, they should remunerate police officials fairly.

4.5.5 Resources

In attempting to meet the needs of the community, as part of their strategic plans, the SAPS should address the shortage of resources within the organisation. Sufficient equipment and resources must be provided by SAPS management to allow police officials to carry out their duties optimally. The aim should be the cascading of resources down to operational or grassroots level. The SAPS should build a new police station in Ikageng

as the current building is inadequate and lacking in every way. This will enable the police of Ikageng to deliver a better quality service to the community they serve.

A problem that surfaced during this research study was that visible policing in all five the policing precincts of Potchefstroom, Ikageng, Ventersdorp, Klerkskraal and Buffelshoek, is seriously lacking. Therefore it is recommended that the SAPS acquire an adequate amount of vehicles to address the shortage in transport. The SAPS in the Potchefstroom accounting area should also invest in more motor cycles as part of their vehicle fleet, due to the terrain that they have to patrol. Motorcycles can also bring about a cost saving on the SAPS' fuel account.

The SAPS should revisit their policy concerning acquiring bicycles to be used by police officials during the day, as these will be valuable in reducing petty crimes. It will also help the SAPS to better deal with the community's concerns. As such, it is imperative for the SAPS to have a stable vehicle fleet, be it motor vehicles, motor cycles or bicycles at their police stations, in order to effectively fight crime and deliver a high standard of service to the community.

4.5.6 Police ethics and morals

The deterioration of ethics and morals in the SAPS, as well as the moral corruption of its members, came through strongly in this study. Police officials' reliability and honour has been adversely affected by the perceived influence of corruption within the SAPS.

SAPS officials should begin with themselves; they should have pride in, and execute their duties with dignity, striving to be role models for the communities they serve. These officials should show their commitment and willingness to always go the extra mile by being helpful and supportive to the community, making the community members feel safe when they see the SAPS in their neighbourhoods.

Most importantly, SAPS personnel must take their duties very serious and make all efforts to support the SAPS' code of conduct. In striving to uphold the SAPS' code of conduct, it will be necessary for each and every police official to change his or her attitude towards police work, such as habitually arriving late for duty. Once SAPS officials start to change their attitudes and uphold their code of conduct, society will begin to respect and trust them again and ultimately back them in the battle against crime.

4.5.7 Quality service delivery

In accordance with the principles of Batho Pele, the SAPS must put communities' desires first. As discussed in Chapter 1, these principles state that there should:

- be consultation amongst the SAPS and the communities, meaning that SAPS officials should pay attention to and pick up on what the community needs through surveys,
- be set standards of service, meaning that the community must be kept up to date concerning the level and class of the service that they are receiving,
- be honesty and transparency, meaning that the community must be kept up to date with what the SAPS is up to and what services are available,
- be accessibility, meaning that the community should be able to make use of their services by constructing new police stations in areas where they have insufficient coverage. An example of this would be to build a new police station in Ikageng as the current building being used is not very user-friendly or accessible,
- be information-sharing, meaning that the community should be provided with more precise and enhanced facts about the services they are eligible to receive. This can be achieved by way of printed media such as newspapers, posters, pamphlets and broadcast media such as radio.
- be courtesy, meaning that the SAPS officials must be prepared to help and respect the community, and attempt to, at all times, satisfy the community by giving them quality service.
- be redress, meaning that the community should be allowed to voice their dissatisfaction with the SAPS' services.
- be value for money, meaning that the SAPS must at all times strive to make the best use of the available resources they have by not wasting time in attending to complaints.

4.5.8 Improved command and control

Top management of the SAPS should be made acutely aware of the fact that police corruption does in fact exist within the SAPS, and they must deal with it decisively. SAPS senior management should strive to set an example to their subordinates by keeping up an extremely high standard of ethical conduct. This should be done on a continuous basis and can be maintained through the SAPS' current Back to Basics drive, designed to improve the discipline within the ranks of the SAPS employees. This should also exist as the doorway to the prevention of police corruption, to regain and retain the trust of the community; hence enhancing the relationship between the SAPS and the community by improving service delivery.

SAPS' top management should visit police stations on a regular and continuous basis. The benefit of these visits would be twofold as they would be able to hear complaints directly from police officers and better understand their issues, challenges and the problems that they encounter. They would also be in a position to empower the middle and junior managers such as the Sergeants, Warrant Officers and Captains on ground level by assisting them in dealing with these identified challenges. These officers, commissioned as well as non-commissioned, have the constant daily responsibility to ensure that the set workplace standards are met and maintained.

4.5.9 Anti-corruption mechanisms

The SAPS has only just declared that they are forming a dedicated division within the detective service to undertake criminal investigations against police officials who are alleged or thought to be involved in corruption-related activities. This attitude from SAPS' top management makes good business sense (Burger and Grobler, 2017:2). Confronting police corruption successfully is not easy, it can however only be accomplished if there is a cohesive strategy that pursues three key objectives:

- the building of an organisational culture that encourages honesty and supports competence as well as professionalism,
- the increasing of the accountability and culpability of those officials that are involved in police misconduct, and
- the encouragement of the community's responsiveness and commitment towards this strategy.

This unit or so-called capacity within the detective service should handpick only the correct persons who will excel in the job. This process must involve comprehensive psychological and reliability tests. The commander of this unit must crucially be a high-ranking commissioned officer. All officers involved with this unit should have security clearance.

Apart from this unit within the SAPS, the South African government should also create a sophisticated anti-corruption organisation that will function autonomous from the SAPS and should be the strategy's driving force in combating corruption as a whole.

4.6 RECOMMENDATIONS FOR FUTURE RESEARCH

Future research ought to focus on the following areas:

- A detailed study of any of the constructs in the theoretical framework (see Figure 4.1) to further study the paradigms identified within it.
- A stratified random sample design ought to be implemented in order to ensure that adequate representation is reached for the total population within the different policing precincts of the Potchefstroom accounting area.
- A study should be embarked on with specific international comparative focus that purposes to compare the perceptions regarding national police corruption with that of the SADC countries.
- A study should also be undertaken in the policing precincts of Ikageng and Ventersdorp to ascertain the reasons for the perceptions that these communities have towards policing in their respective areas. It should scrutinise specifically police corruption and the influence it has on service delivery to attempt to find out why these communities did not buy into this study.

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ANNEXURE 1: APPROVAL OF STUDY FROM SAPS

SUID-AFRIKAANSE POLISIEDIENS



SOUTH AFRICAN POLICE SERVICE

TIRELO YA SEPODISI SA AFRIKA BORWA

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THE PROVINCIAL HEAD
ORGANIZATIONAL DEVELOPMENT
& STRATEGIC MANAGEMENT
NORTH WEST PROVINCE
POTCHEFSTROOM
2520

The Provincial Commissioner
South African Police Service
North West Province
POTCHEFSTROOM
2531

PERMISSION TO CONDUCT RESEARCH IN SAPS: ASSESSING THE PERCEPTIONS OF UNETHICAL BEHAVIOUR/CONDUCT ON SERVICE DELIVERY WITHIN NORTH WEST PROVINCE: MASTER OF BUSINESS ADMINISTRATION – NORTH WEST UNIVERSITY: RESEARCHER: CAPTAIN JA MUNRO

1. Evenly numbered letter dated 2017-04-21 refers, from Research Divisional Commissioner Lieutenant General Dr. BM Zulu.
2. The researcher, Capt. JA Munro, is requesting permission to conduct research study into **assessing the perceptions of unethical behavior / conduct on service delivery within North West Province.**
3. OD & Strategic Management request the PC's office to approve and grant permission for this research in terms of SAPS National Instruction 1 of 2006 with the following conditions:
 - 3.1 The research be conducted at no cost to the state;
 - 3.2 Service Delivery may not be hampered at any stage during the research;
 - 3.3 No official transport and other state resources may be used for the duration of the research; and
 - 3.4 An annotated copy of research to be furnished to the SAPS.
4. For any further enquiries, the following persons can be contacted:
 - Col. MP Mapolesa - 018 299 7706 (MapolesaP@saps.gov.za), or
 - Capt. JM Mokhoenyane – 018 299 7701 (MokhoenyaneM@saps.gov.za).

PERMISSION TO CONDUCT RESEARCH IN SAPS: ASSESSING THE PERCEPTIONS OF
UNETHICAL BEHAVIOUR/CONDUCT ON SERVICE DELIVERY WITHIN NORTH WEST
PROVINCE: MASTER OF BUSINESS ADMINISTRATION – NORTH WEST UNIVERSITY:
RESEARCHER: CAPTAIN JA MUNRO


COLONEL
ACTING PROVINCIAL HEAD: ORGANIZATIONAL DEVELOPMENT
& STRATEGIC MANAGEMENT: NORTH WEST
MC BOSHOFF

Date: 20/06/12.

APPROVED/NOT APPROVED

APPROVED


LIEUTENENANT GENERAL
PROVINCIAL COMMISSIONER: NORTH WEST
BB MOTSWENYANE

Date: 2017. 06. 23

ANNEXURE 2: ETHICAL CLEARANCE LETTER



NORTH-WEST UNIVERSITY
YUNIBESITHI YA BOKONE-BOPHIRWA
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05 April 2017

ETHICAL CLEARANCE

This letter serves to confirm that the research project of **MUNRO, JA** has undergone ethical review. The proposal was presented at a Faculty Research Meeting and accepted. The Faculty Research Meeting assigned the project number **EMSPBS16/11/25-01/11**. This acceptance deems the proposed research as being of minimal risk, granted that all requirements of anonymity, confidentiality and informed consent are met. This letter should form part of your dissertation manuscript submitted for examination purposes.

Yours sincerely

Prof CJ Botha

Manager: Research - NWU Potchefstroom Business School

Original details: W:\na Prebus\12090298\ C:\Documents and Settings\Administrator\My Documents\Review 16962017\

ANNEXURE 3: RESEARCH INSTRUMENT - QUESTIONNAIRE

Research Questionnaire

ASSESSING THE DIMENSIONS OF POLICE SERVICE DELIVERY WITHIN THE POTCHEFSTROOM ACCOUNTING AREA IN THE NORTH-WEST PROVINCE

I am currently conducting Academic research to obtain feedback on the views that ordinary South Africans hold of the influence of police corruption on service delivery within the SAPS Potchefstroom Accounting Area in the North-West Province. The researcher therefore appeals to you to voluntarily take part in this study and to be as open and truthful as possible while answering these questions. Your identity will stay anonymous and will not be revealed to any person or group of persons and that your responses will be regarded as confidential.

All responses / answers represent the opinions of the individual respondents as part of the broader community. Taking this into consideration it must be mentioned that there are no "correct" or "incorrect" answers. Respondents are under no obligation to take part in, or to complete this questionnaire. Should any respondent wish not to take part, or at any stage during participation wish not to take part anymore, they are free to do so, without the fear of consequences. Respondents who are taking part in the study should make sure that they answer all the questions as truthful and as complete as possible. The researcher would like to thank all respondents taking part in this study for their time, contribution and assistance.

Disclaimer:

I hereby agree to voluntarily take part in this research study and I also confirm that I have read the above mentioned information and agree with it.

Place :
Date :
Sign :

...../.....

This questionnaire comprises of three (3) sections, please ensure to complete all three sections as truthful and complete as possible.

SECTION A

Instructions:

Please indicate the appropriate information concerning the following biographical information by making an "X" in the applicable block.

A1. Age

(Please only complete your current age at the time of completing the questionnaire by making an "X" in the appropriate block.)

a.	< 21 years	
b.	21 – 30 years	
c.	31 – 40 years	
d.	41 – 50 years	
e.	51 – 60 years	
f.	61 years <	

A2. Sex

a.	Male	
b.	Female	

A3. Race

a.	African	
b.	Caucasian	
c.	Coloured	
d.	Indian	
e.	Other	
		If "other" please indicate

A4. Education

(Please only complete your highest qualification by making an "X" in the appropriate block)

Primary School	
High School	
Certificate	
Diploma	
Degree	
Post Graduate Studies	

A5. Employment

(Please only complete the appropriate block by making an "X". Unemployed if you have no form of employment, Informal Sector if you work for yourself and Formal Sector if you work for an organisation)

a.	Unemployed	
b.	Own employment	
c.	Informal Sector	
d.	Formal Sector: Working at an organisation	
e.	Formal Sector: Working for government (public sector)	

A6. Annual Income

(Please only complete your current annual take-home pay at the time of completing the questionnaire by making an "X" in the appropriate block).

a.	< R 60 000	
b.	R 60 001 – R 120 000	
c.	R 120 001 – R 200 000	
d.	R 200 001 – R 500 000	
e.	R 500 001 – R 1 000 000	
f.	R 1 000 001 <	

A7. Residential area:

a.	Potchefstroom	
b.	Ikageng	
c.	Venterdorp	
d.	Klerkskraal	
e.	Buffelshoek	

A8. How many years have you resided in this area?

a.	0 – 3 years	
b.	3 – 5 years	
c.	5 – 10 years	
d.	Longer than 10 years	

A9. How many people currently in household?

a.	Single	
b.	Two	
c.	More than two	

A10. Do you have a private security firm as service provider?

a.	Yes	
b.	No	

Provide a reason/s: _____

A11. Do have any other safety measures in place at your residence?

a.	Yes	
b.	No	

Please indicate:

a.	Alarms	
b.	Fencing	
c.	Electric fencing	
d.	Beams	
e.	CCTV Cameras	

SECTION B

Instructions:

In your opinion how satisfied are you with the service being delivered to you by the South African Police Service (SAPS)?

Please mark your responses with an "X" in the blocks provided.

Trust in / Satisfaction with the South African Police Service (SAPS)

B1. Police Officials join the South African Police Service to serve the community.	Strongly Disagree	Disagree	Agree	Strongly Agree
B2. Police Officials are dedicated to address crime in my area.	Strongly Disagree	Disagree	Agree	Strongly Agree
B3. Police Officials are respectful towards the community.	Strongly Disagree	Disagree	Agree	Strongly Agree
B4. I, or any member of my household, have been a victim of crime in my area.	Strongly Disagree	Disagree	Agree	Strongly Agree
B5. I, or any member of my household, have often been a victim of crime in my area.	Strongly Disagree	Disagree	Agree	Strongly Agree
B6. Police Officials are available when they are needed.	Strongly Disagree	Disagree	Agree	Strongly Agree
B7. Police Officials are genuinely interested in helping the community.	Strongly Disagree	Disagree	Agree	Strongly Agree
B8. I feel safe and secure in my community.	Strongly Disagree	Disagree	Agree	Strongly Agree
B9. Police Officials behave in a sensitive manner towards me.	Strongly Disagree	Disagree	Agree	Strongly Agree
B10. Police Officials were competent in handling my situation.	Strongly Disagree	Disagree	Agree	Strongly Agree
B11. I feel comfortable in my interactions with the South African Police Service.	Strongly Disagree	Disagree	Agree	Strongly Agree
B12. I am satisfied with the quality of the service delivery offered by the South African Police Service.	Strongly Disagree	Disagree	Agree	Strongly Agree
B13. I would ask for assistance from the South African Police Service again.	Strongly Disagree	Disagree	Agree	Strongly Agree
B14. I feel that the South African Police Service reacts fast to complaints of crime.	Strongly Disagree	Disagree	Agree	Strongly Agree
B15. If I lodge a formal complaint, I feel that the South African Police Service will investigate and provide fast feedback.	Strongly Disagree	Disagree	Agree	Strongly Agree
B16. I often see police patrolling in my area.	Strongly Disagree	Disagree	Agree	Strongly Agree

SECTION C

Instructions:

The following questions in this section are about the perceived levels of police dishonesty in the South African Police Service (SAPS). Examples of corrupt activities could be the acceptance of so called commissions, kickbacks or gifts given to police officials in return for services to be rendered, the acceptance of bribes to, in effect look the other way, the stealing of valuables from crime scenes, "planting" of evidence, police brutality and the violation of a suspects rights, to name but a few.

Please mark your responses with an "X" in the blocks provided and then where applicable give reasons for your answer.

C1. I, or any members of my household, have experienced/observed or been in a position to experience an act of police corruption.	Strongly Disagree	Disagree	Agree	Strongly Agree
C2. Police Corruption does have a negative effect on service delivery within my community.	Strongly Disagree	Disagree	Agree	Strongly Agree
C3. I, or any members of my household, have previously been the victim of Police Corruption.	Strongly Disagree	Disagree	Agree	Strongly Agree
C4. I, or any members of my household, have previously witnessed Police Corruption.	Strongly Disagree	Disagree	Agree	Strongly Agree
C5. All employees of the South African Police Service are guilty of Police Corruption.	Strongly Disagree	Disagree	Agree	Strongly Agree
C6. I, or any members of my household, know how and where to report incidents of police officials being involved in corrupt activities.	Strongly Disagree	Disagree	Agree	Strongly Agree
C7. I, or any members of my household, can freely report incidents of police officials being involved in corrupt activities.	Strongly Disagree	Disagree	Agree	Strongly Agree
C8. The Management of the South African Police Service within the North-West Province re-acts decisively to reported incidents of Police Corruption.	Strongly Disagree	Disagree	Agree	Strongly Agree
C9. Police officials take part in corrupt activities due to insufficient or poor wages.	Strongly Disagree	Disagree	Agree	Strongly Agree
C10. Poor hiring practices have an impact on police corruption.	Strongly Disagree	Disagree	Agree	Strongly Agree
C11. There seems to be a culture of "silence" concerning corruption within the South African Police Service.	Strongly Disagree	Disagree	Agree	Strongly Agree
C12. The levels of corruption within the South African Police Service, actually only reflects or mirrors the levels of corruption within the communities that they serve.	Strongly Disagree	Disagree	Agree	Strongly Agree
C13. Police corruption is widespread within the policing jurisdiction of this specific accounting area within the North-West Province.	Strongly Disagree	Disagree	Agree	Strongly Agree

C14.	Police corruption has manifested itself through the police "culture".	Strongly Disagree	Disagree	Agree	Strongly Agree
C15.	Police officers learn how to behave, use their discretion, practice their morals and learn what to think from their shared experiences with other police officers.	Strongly Disagree	Disagree	Agree	Strongly Agree
C16.	Have you, or any member of your household made use of the Whistle Blowing Hotline?	Yes	No		
C17.	With reference to your answer given regarding the above questions indicate with a X the applicable types of corruption you have experienced:				
	Bribery	Misuse of police powers for personal gain	Shake downs: Stealing from a crime scene		
	Extortion	Internal pay-offs	"Fixing" - undermine criminal prosecutions		
	Conflicts of interest	"Frame up": Planting / adding to evidence	Perjury: Lying to protect oneself or other officers		
	Elicit finance	Ticket fixing / cancelling	Direct criminal acts		
	Falsified evidence	Accepting pay-offs	Turning a blind eye		
	Fraud	Corruption of Authority	Theft and burglary		

Thank you,

The Researcher

ANNEXURE 4: LANGUAGE EDITING CONFIRMATION LETTER

Ms Wilma Pretorius

PO Box 5206

Potchefstroom

2523

November 2017

To whom it may concern

LANGUAGE EDITING

I, Wilma Pretorius, hereby confirm that I did the language editing of the dissertation of mr J Munro (24018538).

Thank you,

Ms W Pretorius

BA Languages (University of the Free State)

Translation (NWU)