



**A PERFORMANCE MEASURING MODEL TO DETERMINE THE IMPACT OF  
SELECTED POLICY OUTPUTS IN THE CAPE TOWN METROPOLITAN POLICE  
DEPARTMENT**

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Technologiae: PUBLIC MANAGEMENT

in the Faculty of BUSINESS

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## DECLARATION

I, **Kevin David Maxwell**, hereby declare that this research report is my own original work and that all sources have been accurately reported and acknowledged, and that this document has not been previously in its entirety or in part been submitted at any institution in order to obtain an academic qualification.

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**Signed**

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**Date**

## ACKNOWLEDGEMENTS

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I wish to thank my heavenly Father for granting me the strength, wisdom and courage to complete this research project.

## DEDICATION

In memory of my late parents, **Cornelius Joseph** and **Christina Magdalena Maxwell**. You have given of yourselves to ensure that I enjoy the best.

## ABSTRACT

The main objective of the study is to determine whether there is a lacuna in service delivery. Communities experience unacceptably high levels of crime and this study will determine whether the Cape Town Metropolitan Police Department provides adequate levels of service to combat such crime and whether the selfsame Cape Town Metropolitan Police Department contributes to a safe and secure environment.

The study focuses on performance management within the public sector as it relates to service delivery. Service delivery in this instance is discussed from the premise of the Batho Pele principles enshrined in the Constitution of the Republic of South Africa and their impact on the selected communities as exemplified through the implementation of Cape Town Metropolitan Police Department's vision, mission, values and service delivery standards.

The study also concentrates on the theoretical and legislative framework of performance management, which make provision for service delivery evaluation. The study discusses performance management in the public sector with particular focus on local government and the Cape Town Metropolitan Police Department.

Although performance management is a well documented sub-discipline, it is still a new field in the South African public sector environment. The unique contribution of this study to Public Management and the related performance management initiatives of the Cape Town Metropolitan Police Department will benefit further research on the matter.

The research concludes that a sustained improvement in productivity can be achieved by sustained performance management.

# THE DEVELOPMENT OF A PERFORMANCE MEASURING MODEL TO DETERMINE THE IMPACT OF SELECTED POLICY OUTPUTS IN THE CAPE TOWN METROPOLITAN POLICE DEPARTMENT

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## **GLOSSARY**

<b>CTMPD:</b>	Cape Town Metropolitan Police Department
<b>IDP:</b>	Integrated Development Plan
<b>MEC:</b>	Member of the Executive Council
<b>SDBIP:</b>	Service Delivery and Budget Implementation Plan
<b>MFMA:</b>	Municipal Finance Management Act
<b>CoCT:</b>	City of Cape Town
<b>RTMC:</b>	Road Traffic Management Corporation
<b>CPF:</b>	Community Police Forums
<b>APP:</b>	Annual Police Plan
<b>ANC:</b>	African National Congress
<b>SETA:</b>	Sector Education and Training Authorities.
<b>SAPS:</b>	South African Police Service
<b>DOCS:</b>	Department of Community Safety

# **A PERFORMANCE MEASURING MODEL TO DETERMINE THE IMPACT OF SELECTED POLICY OUTPUTS IN THE CAPE TOWN METROPOLITAN POLICE DEPARTMENT**

## **CHAPTER 1**

### **INTRODUCTION AND BACKGROUND TO THE STUDY**

#### **1.1 INTRODUCTION**

South Africa, 16 years after the first democratic elections, is seemingly still in the grip of unacceptably high levels of crime. The effects of crime on all sectors of society in South Africa occur on a daily basis and the impact on communities is deplorable. It has reached such proportions that the Minister of Police expressed the sentiment that crime and corruption were a legacy of the previous apartheid political dispensation in South Africa. Lawlessness and criminality in the criminal justice system seem to be concomitantly pervasive. Fighting such crime demands a systematic understanding and implementation of detailed plans and techniques.

The majority of South Africans, as is the case in any democracy, rely on the police for protection against crime and lawlessness. As much as certain communities and organisations participate in community anti-crime initiatives, it is ultimately the responsibility of the police to combat and prevent crime. It, however, seems as though the police do not live up to these expectations, which results in the void being filled by vigilante groups such as People Against Gangsterism and Drugs (PAGAD), who are of the opinion that the response by the police to crime and criminal activity is slow and inadequate. Such procrastination by the police is indicative of poor service delivery.

Poor service delivery by departments across all the three spheres of government is being felt by a significant portion of the South African population, not least in the Cape Town area. Such poor service delivery is in contrast to the commitment of “a better life for all” promised by the current government during the 1994 election

campaign.

Delivery is a global phenomenon, which by its very nature and anticipated outcomes, can best be researched and discussed in the context of the public sector. Service delivery in South Africa has become synonymous with the provision of basic services, such as the provision of water, electricity, education and social welfare. The reason for existence of the Cape Town Metropolitan Police Department, a department within the City of Cape Town (CoCT), is to contribute to the South African government's objective to provide a better life for all. The primary objective of the CTMPD is the provision of safety and security as contained in the CoCT's Integrated Development Plan (IDP) 2009/10 Review to ensure global competitiveness, attraction of private sector investment, a safe business and living environment, which in turn requires an improvement in the social conditions of the poor and unemployed (De Bruyn, 2011:32).

Change is constant and is one of the inevitabilities of the modern age. Change is evident in the way individuals interact, in the manner in which business is conducted (performance management, for example), in the way the environment evolves and indeed, in the way in which services are delivered effectively and efficiently by ensuring the optimal utilisation of resources in a highly profitable environment. Policing is not immune to change. An example of this change is the shift in the United States of America from traditional policing to community policing, which included police performance. One of the driving forces behind community policing is to pursue an improved relationship between the police and the public.

Berg (2007:1) notes that *“changing economic, political and social trends linked to globalisation have impacted on the way in which governance is being conceptualised and practiced in a local context. Such shifting trends in governance have prompted debates on this issue in both academic and political circles. In particular, the governance of policing or ‘security governance’ has been the focus of considerable deliberation due to the changing nature of the state’s role in providing security”*

In congruence with the afore-mentioned the CoCT considers safety and security as a strategic focus area in its IDP where it is linked to Key Performance Indicators (KPI) and targets on its Corporate Scorecard as it relates to key objectives. The KPIs of the CoCT are primarily output driven as shown by official statistics in respect of certain crime categories. High levels of crime such as cash-in-transit heists, car hijackings, car theft and drug dealing persist. The notorious and highly addictive drug methamphetamine (colloquially known as TIK) is spreading rapidly throughout all communities and its prevalence is reaching alarming proportions in the jurisdiction of the CoCT (IDP Review 09/10).

In response to this introduction, this research proposes to develop a performance measuring model to determine the impact of selected policy outputs in the Cape Town Metropolitan Police Department.

## **1.2 PROBLEM STATEMENT WITH SUB-PROBLEMS**

Safety and security in South Africa, has traditionally been costly, unresponsive, inefficient and ineffective.

There needs to be radical change for this negative image to be dispelled. The main problem to be researched refers to this perceived lack of service delivery by the Cape Town Metropolitan Police Department as it manifests in selected communities.

A number of sub-problems emanate from the main problem. They are as follows:

- (a) High levels of crime;
- (b) Perceived misdirected performance by police;
- (c) Output-based versus outcomes based performance indicators; and
- (d) Poor social development (crime and other social ills).

### **1.3 KEY QUESTIONS**

The researcher will review policing practices as they pertain to the CTMPD. Given the nature of crime and its adverse effects, the following key research questions were formulated with a view to channelling the research toward a solution for improved service delivery. The following questions will guide the research:

- (a) What is the nature and extent of the perceived lack of service that is expected from the Cape Town Metropolitan Police Department as manifested in selected communities?
- (c) What steps can be taken to conceptualise the extent of the problem?
- (d) How can the problem be controlled and/or solved altogether?

### **1.4 RESEARCH OBJECTIVES**

In order to analyse whether the design of a model to improve service delivery in the CTMPD would be effective the following aspects will be covered:

- (a) Analyse and synthesise relevant theory on public service delivery
- (b) Understanding the legal framework of public service delivery
- (c) The nature and role of public policy
- (d) Theoretical framework of performance management (selected normative criteria as found in the literature)
- (e) Describe the context of service delivery in the CTMPD
- (f) Identify and describe a number of current (salient) inhibiting factors that prevents quality community-oriented service delivery to take place
- (h) Make recommendations to supplement for an improved service delivery model

### **1.5 DEMARCATION OF THE RESEARCH AREA**

The researcher will review policing practices as they pertain to the CTMPD. The research is limited to the jurisdiction of the CTMPD in the Cape Town Metropolitan area with specific emphasis on the selected communities of Lotus River and

Lavender Hill.

## **1.6 RESEARCH METHODOLOGY**

This empirical study was undertaken against the backdrop of existing theories pertaining to the research area and its concomitant problems and sub-problems. For this purpose, a literature search will be embarked upon in order to gain theoretical knowledge and understanding of the topic and the problems and sub-problems as well as to identify selected ideal-type normative criteria as found in the literature for policing in general and performance measuring of selected policy outputs in the Cape Town Metropolitan Police Department, in particular. Literature specific to CTMPD will be found in legislation and sub-ordinate legislation, such as reports, *ad hoc* policies, minutes of meetings, laws and by-laws, policy decisions, administrative correspondence, inter alia. Interviews will also be conducted with politicians (councillors), top officials and other stakeholders in metropolitan policing. This is followed by an empirical survey and a statistical analysis, after which a model for performance management is constructed and proposed, concomitant with a number of recommendations to improve service delivery.

### **1.6.1 Literature Search**

A literature search of available texts comprising a study of national and international books, journals, theses, newspaper articles, legislation, subordinate legislation, official documents, and other literature, published and unpublished, was undertaken to evaluate theoretical perspectives on particular aspects raised in this research. The collected data were interpreted in line with the research problem and particular conclusions will be arrived at, after which recommendations will be proposed with a view of improving policing.

### **1.6.2 Empirical Survey**

Primary and secondary data were used by the researcher to provide a comprehensive understanding of the evaluation of policing in South Africa. Primary data allow the researcher to get as close as possible to what actually happened during a historical event or time period. Primary data reflects the view point of a participant or observer. The technique used to obtain the information is through a questionnaire. Secondary data was obtained through newspaper articles, books, computer searches, abstracts, statistical indexes, periodical indexes, models and other publications which were studied to enable a review of existing knowledge on the subject matter.

### **1.7 STATISTICAL ANALYSIS**

Interpretation and articulation were initiated once the fieldwork in the selected area was completed. The analysis focuses on the responses to the questionnaire. Recommendations were included at the end of this research for an improved service delivery mechanism.

### **1.8 EXPRESSING AND INTERPRETATION OF THE FINDINGS**

The literature research and empirical survey produced an understanding and data that was statistically analysed and interpreted by the researcher and resulted in a set of recommendations.

### **1.9 SUMMARY**

This chapter introduced the research and explained a background to the research problem as well as the research methodology.

The intention of this chapter was to provide a general framework in support of the objective the entire study wants to achieve. Four areas in the problem statement

were highlighted, namely underperformance by police, high levels of crime, incorrect performance indicators and poor social development (crime and other social ills). The research is presented in six chapters. This chapter introduced the entire work outlining the problem under study, the aim and the scope of the study and an overview of selected relevant and available literature.

The second chapter presents a general theory of service delivery and public policy with special reference to policing. The need for performance management in the Cape Town Metropolitan Police is explained.



## **CHAPTER 2**

### **THEORETICAL PERSPECTIVES AND HISTORICAL OVERVIEW OF PUBLIC SERVICE DELIVERY**

#### **2.1. INTRODUCTION**

The purpose of this chapter is to provide a theoretical overview of the research area, most notably the concept of service delivery and how it should influence the social life of communities. The role of government and how this role is influenced by demands and expectations by the broader community will be explored. In addition nature of public policy will be analysed in order to present challenges faced during service delivery and to contribute towards improved systems and processes.

#### **2.2. SOCIO-POLITICAL CONCEPTUALISATION OF PUBLIC SERVICE DELIVERY IN SOUTH AFRICA**

South African society is probably one of the most unequal in respect of the poverty-wealth line as characterised by income and earning opportunities. According to Black, et al, (2008:214) “more or less a quarter of the total South African population live below the international poverty line of \$1 (approximately R7.87) a day – an extremely high proportion for an upper middle income developing country such as South Africa”.

When the democratically elected South African Government assumed power in 1994, it had a special mandate to provide appropriate services to all the people of the country. This was, still is and will continue to be a massive responsibility and one that requires total commitment by people at all levels of government, if it is going to be fulfilled (Cloete 2000:6).

The Constitution of the Republic of South Africa stipulates that government has to provide adequate legislative and policy framework for the provision of effective and efficient services. The White Paper on the Transformation of the Public Service,

1995 outlines the broad policy framework for transforming the South African public service in line with the vision of the then Government of National Unity, committing to continually improving the lives of South Africans by a transforming public service so that it is representative, coherent, transparent, efficient, effective, accountable and responsive to the needs of all” (Presidential Review Commission 1998).

The Batho Pele (People First) Handbook (2003) gives credence to the Constitutional precepts by promising that service delivery is devoid of discrimination, would respect the dignity of all and would ensure that the needs of the majority of the population, especially those who had previously been disadvantaged, are met. Batho Pele principles, contained in Section 195 of the South African Constitution stipulate that the public service “must be governed by the democratic values and principles as enshrined in the Constitution. These principles espouse that:

- a) A high standard of professional ethics must be promoted and maintained. Efficient, economic and effective use of resources must be promoted.
- b) Public Administration must be development-oriented.
- c) Services must be provided impartially, fairly, equitably and without bias.
- d) People’s needs must be responded to and the public must be encouraged to participate in policy-making.
- e) Public Administration must be accountable.
- f) Transparency must be fostered by providing the public with timely, accessible and accurate information.
- g) Good human resource management and career development practices, to maximise human potential, must be cultivated.
- h) Public Administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.”

The term “service delivery”, both in the context of this document and in the real South Africa is synonymous with the delivery of basic services such as the provision

of water, electricity, health care, education and housing by the public sector. Gildenhuis & Knipe (2000:56) note that in order to execute the functions needed to realise their goals and objectives, governments (at all levels) are bound to supply and deliver goods and services to their communities. Governments supply goods and services for managing their order and protection, social welfare and economic welfare functions, which may be categorised as order and protection services and economic welfare services.

Service delivery is defined by Fox & Meyer (1995:118) as the provision of activities, benefits or satisfactions. Services relate both, to the provision of tangible public goods and to intangible services themselves. Cloete (2000:6) states that governments and their agents are normally supposed to promote the public interest, and especially protect its society, regulate conflict and promote the welfare of its citizens.

The South African government has provided the legislative and policy framework for the provision of effective and efficient services. The White Paper on the Transformation of the Public Service, released in 1995, outlines the broad policy framework for transforming the South African public service.

In April 1996 a Presidential Review Committee was established to report on the operation, transformation and development of the South African Public Service, which described in the Presidential Review Committee report (1998) that effective service delivery is one of the essential elements of good governance, including the development of an effective culture of democratic governance. It is, commonly, expected of all public institutions to render to its client base an effective and efficient service.

Nelson Mandela, the first president of the democratic Republic of South Africa, was both the head of the government service and leader of the majority party, the African National Congress (ANC). The election slogan of the ANC during the 1994 elections was “a better life for all”. The intention to provide improved services by government

would ultimately lead to the achievement of the vision of a “better life for all”. As the representative of the majority of the electorate, it was incumbent on the ANC, as the ruling party in government to provide an effective and efficient service. Khosa (2000:1) argues that the tenets of Nelson Mandela’s Speech at the opening of Parliament make bold and impressive claims about successful service and infrastructure delivery since 1994. The ANC election manifesto claims that, since 1994:

- The ANC–led government delivered running water to more than 3 million people (Department of Water Affairs and Forestry, 1998);
- Connected 2 million households to electricity (Department of Communication, 1998);
- An improved health care for the poor, with over 500 new clinics were built or upgraded, and provide free medical care for children under six years and pregnant women (Department of Health, 1998); and
- Nearly 3 million people have been housed, with 750,000 houses built or under construction (Department of Housing, 1998)

Cloete (2000:28) with reference to the public service delivery in Singapore notes that virtually all residents have access to safe water, sanitation services, electricity and virtually all roads on the island are paved.

Cloete (2000:35) identifies a number of positive features in the service delivery system of Singapore:

- The small size of the island and its strategic location;
- The relative homogeneity of its population;
- The dedication and commitment of the people;
- The clarity, feasibility and appropriateness of the government’s policy; priorities for service delivery;
- The effective design of the public service delivery system;
- The integrated nature of the planning and design process;
- The consistent, rational, long-term strategic management approach to

development and to service delivery;

- The optimal, pragmatic, free-market use of resources;
- The outstanding work ethic of the people, resulting in high productivity;
- Sound conservative financial management; and
- The emphasis on quality outputs.

The afore-mentioned features of service delivery in Singapore are what the South African government would typically aspire to achieve. Although South Africa has adopted a number of progressive policies in an attempt to improve service delivery, the ability and will to implement them are often lacking. The Minister of Police, in congruence with the afore-mentioned sentiment, noted in the South African Police Services Annual report (2011:viii), that whilst the favourable crime statistics are encouraging, considerable work still needs to be done with regard to the further reduction of crime levels and improving service delivery. It is against this backdrop that the research will explore the design of a performance model for improved policing at local government level in the Western Cape.

### **2.3. SERVICE DELIVERY IN LOCAL GOVERNMENT**

Section 152 of the Constitution of the Republic of South Africa, 1996 delineates the purpose of local government as follows:

- (a) To provide democratic and accountable government for local communities;
- (b) To ensure the provision of services to communities in a sustainable manner;
- (c) To promote social and economic development;
- (d) To promote a safe and healthy environment; and
- (e) To encourage the involvement of communities and community organisations in the matters of local government.

Referring to the “Development of duties of municipalities”, section 153 of the Constitution provides that a municipality must:

- (a) Structure and manage its administration and budgeting and planning

processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and  
(b) To participate in national and provincial development programmes.”

Local government, therefore has a duty to dispose of the above responsibility in order to provide services to the communities they serve. According to Heymans & Tötemeyer (1989:2) the most important values underpinning the concept of local government are ideally democratic in spirit and in public financing; service oriented; and efficient in the use of public funds. It serves these values particularly well because of its closeness to local communities, both in a geographical sense and as far as its potential responsiveness is concerned.

Ismail, et. al, (1997:5) argue that local authorities have eleven main characteristics two of which contribute significantly to this paper:

- Local authorities have a well-defined area of jurisdiction. A local authority only has a legal mandate to operate within its area of jurisdiction and may not operate in the area of another local authority.
- A local authority has a legal mandate and obligation to provide all the inhabitants living within its area of jurisdiction with basic services. A number of local authorities in South Africa are struggling to recover their costs for services rendered. Indeed this remains a daunting task.
- Local authorities must take all the necessary steps to ensure the safety of local inhabitants. Their objection should include the social, political, physical, educational, cultural and economic development of their citizens. These objectives should further include the promotion of a safe and healthy living environment through the provision of services such as road safety, traffic control, civil protection, fire brigade and ambulance services.

According to Gildenhuis (1997:7) local government provides services that may be categorised as control and protection, social welfare and economic welfare services. These are all line function services supported by the supporting

functions. Gildenhuis (1997:9) also states that local governments need money to finance the cost of rendering these services to the public.

Service delivery by local government can best be described by a model for conceptualising local government functions (Ismail et. al. 1997:69).

<b>Classification</b>	<b>Type of services</b>
Community services	<ul style="list-style-type: none"> <li>- Community hall</li> <li>- Municipal health</li> <li>- Roads and streets</li> <li>- Stormwater drainage</li> </ul>
Security services	<ul style="list-style-type: none"> <li>- Roads and streets</li> <li>- Civil protection</li> <li>- Traffic control</li> <li>- Law enforcement</li> </ul>
Subsidised services	<ul style="list-style-type: none"> <li>- Ambulance</li> <li>- Libraries</li> <li>- Museums</li> </ul>
Commercial services	<ul style="list-style-type: none"> <li>- Electricity services</li> <li>- Gas supply</li> <li>- Produce market</li> <li>- Abattoirs</li> <li>- Urban transport</li> <li>- Water</li> </ul>
Environmental services	<ul style="list-style-type: none"> <li>- Pollution control</li> <li>- Conservation</li> <li>- Refuse collection</li> </ul>
Services of convenience	<ul style="list-style-type: none"> <li>- Recreation facilities</li> <li>- Nature reserves – Swimming pools</li> <li>- Ablution facilities</li> </ul>
Economic services	<ul style="list-style-type: none"> <li>- Housing</li> </ul>

	<ul style="list-style-type: none"> <li>- Building control</li> <li>- Licensing</li> <li>- Sewerage</li> <li>- Cleaning</li> </ul>
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The promulgation of the South African Police Service Amendment Act, Act No.83 of 1998 provided for the establishment of Municipal Police Services. In the above conceptual local government model, municipal police services form part of the protection services and is situated in the Safety and Security Directorate of the City of Cape Town (City of Cape Town, Council Overview 2011:53).

#### **2.4. THE ROLE OF GOVERNMENT IN SOCIETY**

According to the Constitution every citizen regardless of gender, race, creed, colour, sexual orientation and religion has a right to adequate safety and security. Most governments have this right enshrined in their constitutions. South Africa is no exception. This basically means every government has a responsibility towards its citizens. In terms of the Constitution, every citizen, has an inherent right to dignity and the right to have that dignity respected and protected. The Constitution also clearly stipulates the government's responsibility insofar as freedom and security of a person are concerned. Section 12 of the Constitution outlines these rights in that:

1. everyone has the right to freedom and security of the person, which includes the right –
  - (a) not to be deprived of freedom arbitrarily or without cause;
  - (b) not to be detained without trial;
  - (c) to be free from all forms of violence from either public or private sources;
  - (d) not to be tortured in any way; and
  - (e) not to be treated or punished in a cruel, inhumane or degrading way.
2. Everyone has the right to bodily and psychological integrity, which includes the right –
  - (a) to make decisions concerning reproduction;
  - (b) to security in and control over their body; and



3. not to be subjected to medical or scientific experiments without their informed consent.

The afore-mentioned rights provided for by the Constitution, therefore, compel government to provide all its citizens with the necessary safety and security. The vehicle government uses to achieve its obligation in terms of its Constitution nationally and provincially is the South African Police Services. The establishment of municipal police services in certain local authorities was a further attempt by the South African government to provide additional mechanisms to deal with crime, especially at a local level (Newman 2004 CSV).

The ongoing increase in crime within the country compelled the government to explore different approaches for combating and preventing such crime. Examples of such interventions are those mentioned by the Ministry of Police.

## **2.5. GOVERNANCE AND SERVICE DELIVERY PRINCIPLES FOR THE CAPE TOWN METROPOLITAN POLICE DEPARTMENT**

### **2.5.1. Vision**

Cape Town is the safest metropolitan city in Africa, conducive to economic growth, development and tourism, and its civil society respects the principles of the Rule of Law and democratic governance.

### **2.5.2. Mission**

The Cape Town City Police is dedicated to equitable service delivery in terms of stability, security, the promotion of a culture of civil obedience and enforcing the City regulations and the laws of the country.

The Cape Town City Police will achieve its mission through the efforts of dedicated members working in partnership with the South African Police Service and

communities who share this vision of safety for all as well as through the diligent application of the principles of Batho Pele.

### 2.5.3. Values

The Cape Town Metropolitan Police aspires to the following core values:

- |          |   |
|----------|---|
| <b>S</b> | <b>Sincere:</b> To be genuine and honest at all times when delivering service to all communities                  |
| <b>M</b> | <b>Motivated:</b> To stimulate staff through institutionalised interventions in order to enhance service delivery |
| <b>A</b> | <b>Accountable:</b> To justify all actions taken by the department  |
| <b>R</b> | <b>Reliable:</b> To create an environment of dependence   |
| <b>T</b> | <b>Trustworthy:</b> To maintain the belief of the community in the service  |

### 2.5.4. Batho Pele Principles

The main value of the Batho Pele Principles is aimed at “putting people first”.

The Batho Pele Principles are aimed at stressing the importance of:

- **Consultation**

Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered.

- **Good service standards**

Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect.

- **Courtesy**

Citizens should be treated with courtesy and consideration.

- **Access**

All citizens should have equal access to the services to which they are entitled.

- **Information**

Citizens should be given full, accurate information about the public services they are entitled to receive.

- **Openness and Transparency**

Citizens should be told how national and provincial departments are run, how much they cost and who is in charge.

- **Redress**

If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.

- **Value for money**

Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

In order to ensure the adherence of all staff to the Batho Pele principles, the City of Cape Town, has developed a Service Delivery Business Improvement Programme. This is particularly relevant to an evaluation of the performance of CTMPD.

### **2.5.5. CTMPD Service Delivery Standards**

In order for the afore-mentioned principles to be implemented within the CTMPD it has adopted certain strategic organisational themes to ensure that problematic areas such as high crime levels are being addressed:

#### **2.5.5.1. Training and Development**

The current milieu of the global financial crisis has forced many organisations to re-engineer to ensure greater efficiency. Governments, and indeed the CoCT, have not been insulated against these realities. Organisational development tendencies almost always reveal diminishing recruitment activities but conversely show an

increase in training and development in pursuit of heightened efficiency. Therefore a strategic focus for the CoCT, as captured in the Integrated Development Plan (IDP), will require the ongoing training and development of police officers. Training and development will be pervasive in addressing all strata and categories of employees. The Cape Town Metropolitan Police Department has its own accredited training college that provides legislative training in firearms, traffic and by-law enforcement as prescribed by legislation. In addition, strong relationships with SAPS, DOCS and RTMC allow the department to take advantage of training opportunities provided by our strategic partners. Partnerships with international police agencies such as the FBI and Netherlands Police are already yielding excellent opportunities for capacity building. More specifically the department shall focus on:

- The building and improvement of training facilities as well as continuous capacity building of training staff. Crucial would be the maintenance of the accreditation received in May 2010 through prescribed Sector Education and Training Authorities (SETAs).
- Officers will be subjected to for instance Wellness and Physical Fitness Policy, Anger Management, Firearm Training and Ethics Training.

#### 2.5.5.2. Community Policing / Interactive Policing

In its quest to combat crime, the Cape Town Metropolitan Police Department will continue to interact and build productive relationships with both internal and external role-players such as:

- Community Police Forums and Neighbourhood Watches
- The South African Police Services
- Department of Community Safety
- Department of Home Affairs (Immigration)
- Department of Justice
- Department of Education
- Cape Town Traffic Services
- Cape Town Law Enforcement Services

- City of Cape Town Disaster Risk management
- Improvement Districts

As part of the department's commitment to community policing in the broad sense the department is a key role-player in a joint project with the Dutch Police in Amsterdam and the University of Cape Town. This project entails the deployment of Neighbourhood Safety Coordinators in the three (3) pilot areas of Muizenberg, Nyanga and Gordon's Bay. The Department will continue further roll-out of the project to other areas as far as resources permit.

In addition, the CTMPD actively participates in the City's Neighbourhood Watch Strengthening Programme by providing patrol assistance to the four pilot areas. This project aims to capacitate existing neighbourhood watches by facilitating specialised training programmes, provision of basic patrol equipment and the solving of crime-related problems. The selected areas for the 2010/2011 financial year are Beacon Valley, Ocean View, Electric City, Richwood/Bothasig, and Heideveld and assistance to the Violence Prevention through Urban Upgrade (VPUU) project. The Department will continue to support the further roll-out of this project as far as its resources permit.

#### 2.5.5.3. Quality of life issues

Quality of life issues focus on ensuring that public places are safe by embarking on partnerships with other stakeholders, to engage in focused operations which are information driven and target minor offences that relate to anti-social behaviour. It is the intention of the Cape Town Metropolitan Police Department to continue to clamp down on, inter alia, drug-related offences, drunkenness, drinking in public, domestic violence, urinating in public, gambling, noise nuisance, truancy, graffiti, driving whilst under the influence of alcohol, using abusive language, inconsiderate driving behaviour, illegal dumping and illegal trading.

Alcohol-related offences are of particular concern here, as the high levels of alcohol abuse in the City contribute not only to violent crime but also to road deaths, due to drunk drivers and inebriated pedestrians. The City of Cape Town has embarked upon a process for the development of a draft by-law relating to the control of outlets which sell liquor to the public.

In the same vein, the grave issue of drug abuse and dealing in narcotics will be addressed through information-driven operations aimed at suspected drug houses and drug dealers. This will involve both integrated operations carried out with other internal and external agencies as well as autonomous operations conducted by the Metro Police.

#### 2.5.5.4. Collaborative relationships

The CTMPD's focus for 2010/2011 will be to develop and implement plans to support the primary enforcement agency, SAPS. This in no manner is derogating any efforts of other stakeholders to work towards a common vision of a safe and caring City. These are some of our key partners:

- Community Police Forums and Neighbourhood Watches
- The South African Police Services
- Department of Community Safety
- Department of Home Affairs (Immigration)
- Department of Justice
- The Department of Education
- Cape Town Traffic Services
- Cape Town Law Enforcement Services
- City of Cape Town Disaster Risk management
- Road Traffic Management Corporation
- National Forum for Municipal / Metropolitan Police Chiefs / Chiefs of Metropolitan Police
- Academic institutions such as the University of Cape Town (UCT) and CPUT

- United States of America (FBI) Embassy in South Africa
- Netherlands (Amsterdam/Amstelland Police)
- Improvement Districts

#### 2.5.5.5. Civilian Oversight Committee

The CTMPD has turned the corner and is slowly reaping the benefits of increased morale amongst its ranks. At one level it can be attributed to the CoCT valuing, as explained in the IDP, the effect of a Media and Communications Strategy elucidating the work and resultant operational results yielded by the CTMPD. These interventions were acknowledged by the SAPS National Commissioner's Management Meeting. Many will, however, agree this good work by officers can easily be undermined if the public holds a perception that the CTMPD is corrupt and ill-disciplined. Thus, at another level, increased morale can also be linked to the excellent Civilian Oversight performed by CIVOC. It is noted the CoCT's CIVOC is setting the benchmark nationally as far as functioning of such bodies are concerned. The CTMPD considers it critical to foster strong relationships with the Community Police Forums and went beyond their legislative requirement of merely attending CPF meetings to fill the numbers but instructed that management attend the Community Police Forums meetings.

#### 2.5.5.6. Human Capital Investment

It is generally accepted that education levels in and around major cities such as the CoCT will be much higher than in the rural areas. This situation concomitantly demands an appropriate level of service delivery and heightened professional response from CTMPD officers. The CTMPD is responding by aligning itself to the Human Resource Plan of the CoCT as encapsulated in the IDP which seeks to enhance service delivery with efficient institutional arrangements through various strategies. More specifically, the CTMPD is committed to ensuring that quality recruitment and promotion practices are observed. This will entail balancing external

assessments against manager input necessary to ensure that the best candidates are promoted in line with employment equity principles. The CTMPD will actively recruit, promote, retain and capacitate its personnel within fiscal parameters. The afore-mentioned strategies are designed to ensure the constant delivery of quality services which citizens may expect from the CTMPD.

## **2.6. THE NATURE AND ROLE OF PUBLIC POLICY**

### **2.6.1. Definitions of Public Policy**

The term “policy” according to Dunn (1994:33) relates to the Middle English word “policie”, which refers to, “the conduct of public affairs or the administration of government. Fox et. al. (1991:27) and Dye (1987:3) confirm that public policy is whatever governments choose to do or not to do. Jones (in Fox, et al, 1974:4) considers public policy in the following four distinct phases: specified means to achieve goals, authorised means to achieve goals, specific action taken to implement programmes, and the measurable outcome of programmes.

In an attempt to define the concept of policy and public policy respectively, Fox and Meyer (1995:96) state that policy is a guide of action or statement of goals that should be followed in an institution to deal with a particular problem or phenomena; a guide to action that should be followed by individuals in the organisation in order to provide consistency of decisions; goals and objectives within a given situation and the methods to realised them...; statement of goals and intentions with respect to a particular problem” and public policy is authoritative statements made by legitimate public institutions about the way in which they propose to deal with policy problems. What is evident from the cited definitions is that policy entails a proposed action by an institution such as a government and such action is aimed at achieving and providing guidelines to achieve a desired outcome. Furthermore the term policy and public policy are similar in nature but differ as they relate to a public or private environment.



## 2.6.2. Policy Analysis

According to Roux, et al (1997: 149) the analysis of public policy is undertaken for three reasons, namely scientific, professional or political reasons:

- Scientific reasons

The intention is to determine the causes and results of particular policy decisions in order to extend knowledge of society.

- Professional reasons

Scientific knowledge of the causes and results of public policy can be used to achieve a better understanding of social issues.

- Political reasons

It is generally accepted that the study of public policy must be aimed at the achievement that government is following suitable policy approaches to realise desired objectives. In addition Fox et. al. (1997: 204-205) provides that policy analysis as a discipline is in an early stage of development. The development of a definition of policy analysis and the accompanying literature on the subject still has considerable disagreement on what policy analysis actually is.

However, Fox and Meyer (1995:97) describe policy analysis as an applied discipline which produces knowledge of and insight to the policy process. It uses multiple methods of research to analyse public problems in order to provide policy-makers with policy-relevant information about the policy alternatives and their implications. According to Mannheim & Rich (1981:321) in Cloete & Wissink (2000:57), social scientists have in the last two decades focussed their professional attention on the causes, content and consequences of government action. Research has developed sufficiently distinctive features that a new subfield known as "Policy Analysis" has emerged.

### 2.6.3. Policy Approaches

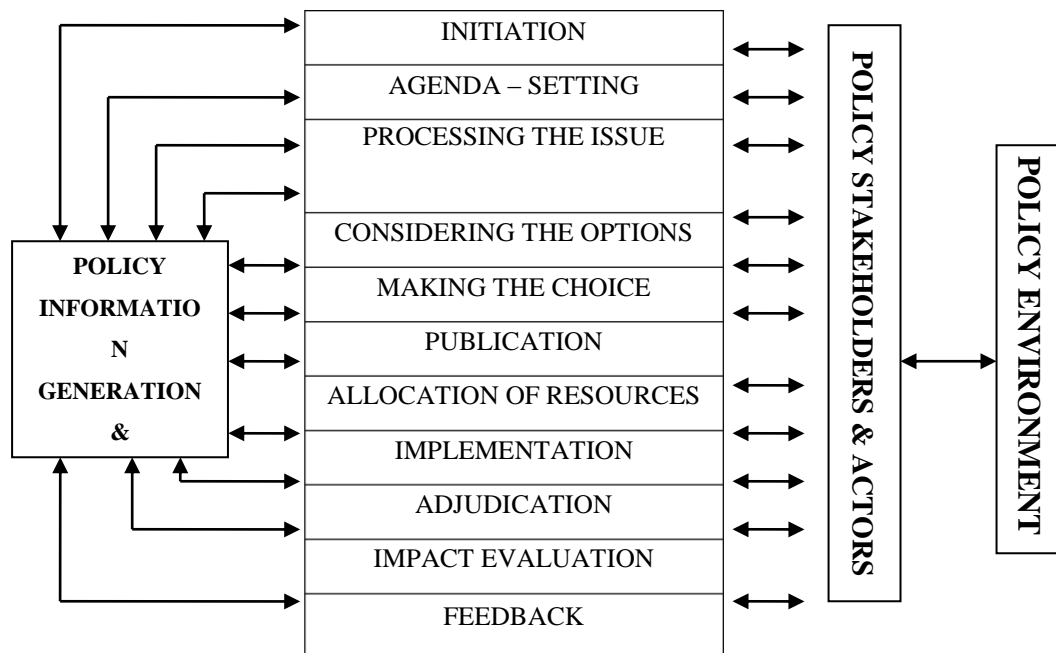
Lynn, in Fox et. al. (1997:30) notes that the process of policy-making is extremely complex and disorderly with no apparent beginning or end and transverses boundaries which are most uncertain. Various authors (Cloete & Wissink 2000:26) have designed theories to explain policy-making processes some of which are mentioned below:

- Classical Theory (also known as institutional theory) emphasises that the different concerns and interests of government should be given preference.
- In liberal democratic theory, the political party assumes the position of primary force in policy-making.
- In the elite theory (elite/mass model), usually small elite groups lead a large group.
- Systems theory focuses on the contributions of interrelated forces to policy-making mentions that in practice a blend of the afore-mentioned theories is found, i.e. to some extent all the theories referred to are embodied in policy-making.

Hanekom in Cloete & Wissink (2000:26) notes that public policy-making theories are utilised to explain the policy-making process. Furthermore, simplification of policy-making is enhanced by using models to present problems in acceptable dimensions, while it appears that the various perspectives on policy-making could also contribute towards greater clarity of the process. To illustrate the idea of policy-making (Fox et. al. (1997:31) two basic models, the systems model and the stage model, are often used by academics and practitioners.

For the purpose of this assignment the stage model, including a brief description of the stages is used to illustrate policy-making Fox et.al. (1997:32). The stage model as illustrated can be applied to the CTMPD as similarities may exist or new courses of action can be proposed between policy-making and implementation functions of the model and situation in the Department.

## The Stage Model of Policy-Making



The various activities area:

- Initiation: becoming aware of a public problem through civic, political or stakeholder action
- Agenda-setting: placing the issues on the policy agenda and determining priorities
- Processing the issue: identifying the problem and the major stakeholders
- Considering the options: identifying the major alternative forms of action to solve the problem
- Making the choice: selecting an alternative or combination of alternatives from amongst those that have been selected as viable options
- Publication: making the decision public through the media, either formally or informally
- Allocation of resources; budgeting and selecting resources for the implementation
- Implementation: designing and initiating a programme of action
- Adjudication: enforcing the policy through administrative and legal means

- Impact evaluation: monitoring results and determining the value of policy action
- Feedback: generating and sending reports to the decision-makers regarding the impact of policy.

## **2.7. SUMMARY**

This, the second chapter has presented theoretical insights to the concept of service delivery and how it should influence the social life of communities. This chapter also provided a historical overview and theoretical justification of public service delivery and a brief discussion of public policy in support of the objective the entire study wants to achieve. There was a concentration on the role of government and how this role is influenced by demands and expectations of the broader community. In addition, an overview of the nature of public policy was provided in order to present and analyse challenges faced during service delivery and to contribute towards improved systems and processes.

The four areas that were highlighted are underperformance by police officers, high levels of crime, incorrect performance indicators and poor social development. This with a view to indicate that performance management forms an integral part of this study.

The following section provides a theoretical overview of performance management in the public sector.

## **CHAPTER 3**

### **THEORETICAL PERSPECTIVES ON PERFORMANCE MANAGEMENT**

#### **3.1. INTRODUCTION**

Performance management has become an important mechanism in determining value for money in the delivery of an effective and efficient service. Improving performance has focussed attention on the pursuit of greater efficiency and effectiveness (Lawton & Rose, 1992:149). All governments annually provide large amounts of resources to achieve their objective of safety and security hence, the introduction of civilian oversight over police, to ensure 'value-for-money'. Oversight structures should consequently primarily focus on two main areas. Firstly, police agencies must be held accountable for their performance (the activities they undertake to achieve) and secondly, police agencies must be held accountable for how they control office conduct. (Newman, 2006:7)

In his 2009 State of the Nation Address, President Jacob Zuma articulated highlighted the fact that the programme put in place by government is attached to a detailed plan which includes targets and critical milestones. He further stated that during the implementation phase no wastage or roll-overs of funds would be tolerated.

The pronouncements by President Zuma are an indication that the South African government will manage the performance of the public service to ensure efficient and effective delivery of service. This chapter will provide theoretical insight to the concept of performance management within the public sector, most notably within the CTMPD.

### **3.2. LEGISLATIVE ENVIRONMENT OF PERFORMANCE MANAGEMENT IN SOUTH AFRICA**

Various pieces of legislation and related regulations govern the organisational performance management in local government. Jantjes (2009) conducted a comprehensive review of the regulatory framework that encapsulates almost all the recent policies and legislation that pertain to performance management in the South African municipal environment. These include the Municipal Systems Act (2000), the Municipal Finance Management Act (2003), as well as various circulars issued by the Department of Provincial and Local Government to provide additional information and guidance to municipalities on how to implement these systems in order to remain within stipulated requirements and to provide consistency. The legislative context of performance management in local government, as it is generally perceived, is that it is more stringent than in the private sector.

The legislative and policy guidelines will be assessed in relation to their contribution to organisational performance management and the impact they have on service delivery.

- The Constitution of South (1996)
- White Paper on Transforming Public Service Delivery (1997)
- White Paper on Local Government (1998)
- Municipal Structures Act (1998)
- Municipal Systems Act (2000)
- Municipal Planning and Performance Management Regulations (2001)
- Municipal Systems Amendment Act (2003)
- Municipal Finance Management Act (2003) – including Circular 13
- Public Audit Act (2004)
- Intergovernmental Relations Framework Act (2005)

- Municipal Performance Regulations for Municipal Managers and Managers directly Accountable to Municipal Manager (2006)
- Framework for Managing Programme Performance Information (2007)

### **3.2.1. The Constitution of South Africa, 1996 (Act 108 of 1996)**

The Constitution of the Republic of South Africa (the Constitution) outlines the powers of the different spheres of government and places the primary responsibility for service delivery on the local government sphere. Local Government includes all municipalities, irrespective of their grade, within South Africa and their powers are outlined in Chapter seven of the Constitution. The constitutional mandate in terms of powers and functions of local government is covered in schedule four part B and schedule five part B as well as any other matter that provincial or national government may assign to it.

Section 155 of the Constitution provides for provincial government to establish municipalities and provides support for the monitoring of local government in each province. It is further required of national and provincial government to execute effective performance management of municipalities in terms of their constitutional mandate as set out in Schedule Four part B and Schedule Five part B.

### **3.2.2. White Paper on Transforming Public Service Delivery (1997)**

The White Paper on Transforming Public Service Delivery (1997) was specifically designed to address service delivery in all three spheres of government and comprises the Batho Pele “People First” principles. The Batho Pele principles have assumed a special significance in the local government sphere, gives that local government has direct contact with citizens and communities.

The Batho Pele principles encourage service excellence in order to obtain improved service delivery and demands the provision of a set of predetermined standards;

access to identified services; to be treated with respect; to be accessible to the community and provide information which is required; to redress inequalities of the past and to provide services at the most economical cost without compromising standards.

Section 5.2 of the White Paper on Transforming the Public Service provides for the inclusion of an assessment of the performance of individual staff in contributing to improving service to the public in Performance Management Procedures. These assessments should be benchmarked internationally, but focus on South Africa's developmental challenges without compromising the attainment of world-class status. It further states that innovation should be encouraged and excellence should be rewarded for both individuals and group efforts at improving service delivery.

### **3.2.3. White Paper on Local Government (1998)**

The White Paper on Local Government was the precursor to the Local Government Transition Act of 1993 by which local Government was formerly guided. Within the Constitutional Framework, a new developmental local government system is envisaged. This vision comprises four key characteristics i.e.:

- Maximising social development and economic growth

The powers and functions of local government should be exercised in a way that has a maximum impact on the social development of communities - in particular meeting the basic needs of the poor - and on the growth of the local economy. Through its traditional responsibilities (service delivery and regulation), local government exerts a great influence over the social and economic well-being of local communities.

- Democratising development

Municipal Councils play a central role in promoting local democracy. In addition to representing community interests within the Council, it is incumbent on municipal councillors to promote the involvement of citizens and community groups in the design and delivery of municipal programmes.

- Leading and learning



Rapid changes in the global, regional, national and local environments are forcing local communities to rethink the way they are organised and governed. All over the world communities find new ways to sustain their economies, build their societies, protect their environments, improve personal safety (in particular for women) and eliminate poverty.

- Integrating and co-ordinating

Within any local area various agencies contribute to development, including national and provincial departments, parastatals, trade unions, community groups and private sector institutions. Developmental local government must provide a vision and leadership for all those who have a role to play in achieving local prosperity.

#### **3.2.4. Municipal Structures Act, 1998 (Act 117 of 1998)**

The Municipal Structures Act determines the functions and powers of Executive Mayors, which include recommending, through the integrated development plan and estimates of expenditure and revenue, on strategies, services and programmes to address priority needs.

The Executive Mayor is required to identify and develop criteria for the strategies, services and programmes to be evaluated in terms of its progress in implementation. Specific and general key performance indicators should be identified and developed in order to measure progress against these key performance indicators, where the Executive Mayor would review the performance of the municipality with the aim of improving *inter alia* on economy, efficiency and effectiveness.

#### **3.2.5. Municipal Systems Act, 2000 (Act 32 of 2000)**

The following section analyses the Municipal Systems Act (2000) in terms of performance management requirements. Chapters 4, 5, 6, and 10 will be reviewed more closely as they have a direct impact on and govern performance management.

### **3.2.5.1. Chapter 4 of the Act: Community Participation**

A municipality must, for the purpose of participatory governance, create conditions and encourage the local community to participate in municipal affairs such as the:

- integrated development plan preparation, implementation and review;
- performance management system establishment, implementation and review;
- performance monitoring and review including outcome and impact of performance;
- budget preparation; and
- decisions on provision of municipal services.

The community should be capacitated in order to participate in municipal affairs and councillors and staff should be capacitated to encourage community participation. The participation should not interfere in the right of the municipal council to exercise the executive and legislative authority and to govern the municipality.

Community participation should take place in terms of provisions of the Municipal Systems Act, the Municipal Structures Act as well as other appropriate mechanisms. The municipality should communicate information to the community regarding mechanisms, procedures and processes which are available and when doing so should take cognisance of language preferences as well as special needs.

A municipal council may not exclude a member of the public when it considers a draft by-law; the budget; the draft IDP or any other matters which are prescribed by regulation.

### **3.2.5.2. Chapter 5 of the Act: Integrated Development Plan**

The Municipal Systems Act regulates the drafting of integrated development plans for municipalities. The IDP reflects the strategy of the municipality. This strategy is developed for a five year period and is reviewed annually as prescribed by legislation.

The IDP is a strategic plan for the development of the municipality which must be adopted by a municipal council within a prescribed period of time after the start of its elected term of office. It guides all decisions regarding planning, development and management in a municipality.

As a core component an IDP must contain *inter alia*, key performance indicators and targets. The IDP must be reviewed annually in line with performance measurement and assessment.

### **3.2.5.3. Chapter 6 of the Act: Performance Management**

This chapter of the Act outlines aspects of performance management dealing with the establishment and development of a performance management system, monitoring and review of the system, setting of indicators and targets, reporting, community involvement, notification to internal and external role-players, auditing of performance measures and reflecting a performance report in the annual report, submission of report by the Member of the Executive Council (MEC) as well as compiling regulations and guidelines.

A municipality must establish a performance management system which is:

- (i) commensurate with its resources
- (ii) best suited to its circumstances
- (iii) in line with its priorities, objectives, indicators and targets contained in its integrated development plan.

It should also be ensured that a performance management culture exists amongst all role-players and that most effective and efficient methods are employed in its administration.

Mechanisms should be established in order to monitor and review the municipality's performance management system.

Based on its performance management system and in line with regulations and guidelines, a municipality must:

- (a) set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the municipality's development priorities and objectives set out in its IDP;
- (b) set measurable performance targets with regard to each of those development priorities and objectives;
- (c) with regard to each of those development priorities and objectives and against key performance indicators and targets set in terms of paragraph (a) and (b)-
  - (i) monitor performance; and
  - (ii) measure and review performance at least once per year;
- (d) take steps to improve performance with regard to those development priorities and objectives where performance targets are not met; and
- (e) establish a process of regular reporting to-
  - (i) the council, other political structures, political office bearers and staff of the municipality; and
  - (ii) the public and appropriate organs of state.

The systems used by the municipality for section 1 (c) should be able to point out under performance in advance.

Section 49 of the Act makes provision for the creation of regulations and guidelines by the Minister on performance management which provide or regulate for inter alia, setting and reviewing of key performance indicators; identification of general key performance indicators which can be applied to all municipalities in terms of developmental orientated planning; a framework for performance targets and mechanisms, systems and processes to enable monitoring and measuring its developmental objectives; internal auditing and assessment of performance measurements; assessing progress with implementation of a municipality's integrated development plan and; improvement of performance.

The regulations and guidelines have to take account of the capacity of the municipalities to comply. The provisions which have a financial or administrative burden on municipalities may be phased in by the municipality and a notice placed in the Gazette.

#### **3.2.5.4. Chapter 10 of the Act : National and Provincial Monitoring and Standard Setting**

The MEC for local government must establish mechanisms, processes and procedures to monitor municipalities as well as the development and strengthening of its capacity. The MEC may also request information from municipalities, but are required to take into account information that is already submitted such as annual reports when it exercises its powers. It should also consider the administrative burden, the cost as well as existing performance mechanisms, processes and systems of a municipality.

An MEC, by way of a written notice, requests a municipal council or manager to provide information or designate someone to investigate a matter if maladministration or any serious malpractice is or has taken place. The MEC must by written statement motivate the course of action to the National Council of Provinces. The Municipal and Performance regulations were developed to supplement the contents of the Municipal Systems Act.

#### **3.2.6. Municipal Planning and Performance Management Regulations (2001) MPPMR**

The Municipal Planning and Performance Management Regulations provide regulations pertaining to integrated development planning and performance management. It also includes regulations on community participation in respect of integrated development planning and performance management.

According to the MPPMR the municipal performance management system comprises a framework which provides a description of the cycle and processes of performance. These include:

- Planning,
- Implementing,
- Monitoring,
- Measurement,
- Review,
- Reporting – frequency and accountability,
- Improvement,
- Roles of role-players including the community, and
- Relating to individual performance management processes.

The system should be adopted by the time that key performance indicators and targets are set out in line with the IDP. These indicators should have a combination of input, output and outcome indicators for each development priority and objective as well as the key performance indicators prescribed by the MSA, section 43. The indicators should inform those of the administrative units and employees as well as municipal entities and service providers with whom the municipality has a service level agreement. These indicators should be reviewed annually as well as when the IDP is reviewed and if relevant indicators are affected by the amendment. Each indicator should have a target set for it each financial year.

These indicators and targets need to be monitored, measured and reviewed and mechanisms to do so should be developed and implemented. The mechanism implemented should allow bi-annual reporting to the council, early detection of under-performance and for corrective measures to be taken. Strengths, weaknesses, opportunities and threats of indicators being achieved should be identified.

Internal auditing processes should also make allowance for auditing of performance measurement results, as well as the system, legislative compliance and reliability in

measurement of indicators. Audits of performance measurement should take place on a continual basis and submit reports on a quarterly basis to the municipal manager and the audit committee.

The performance audit committee must comprise of at least three members of whom the majority should be external to the municipality, thus not a councillor or an employee. The committee should appoint at least one performance management expert. An existing audit committee established in terms of other legislation may also be utilised as the performance audit committee. The committee must review quarterly performance reports, review the performance management system and make recommendations and submit an audit report at least twice in a financial year to the municipal council.

A forum must be established to enhance community participation in drafting and implementation of the IDP; development, implementation and review of the performance management systems and; in monitoring measurement and review of key performance indicators and targets.

### **3.2.7. Municipal Systems Amendment Act, 2003 (Act 44 of 2003)**

The Municipal Systems Amendment Act provides for changes to the Municipal Systems Act of 2000. Amendments of particular note here are in terms of section 46 of the Act, which relates to Annual Performance Reports.

### **3.2.8. Municipal Finance Management Act, 2003 (Act 56 of 2003)**

The most important sections in the Municipal Finance Management Act relating to and impacting on performance management will be discussed in this section of the chapter. Components looked at will include the service delivery and budget implementation plan (SDBIP), reporting, and budgeting and performance assessments.

SDBIP is defined as:

“a detailed plan approved by the mayor of a municipality in terms of section 53 (1)(c)(ii) for implementing the municipality’s delivery of municipal services and its annual budget, and which must indicate-

- (a) projections for each month of-
  - (i) revenue to be collected by source; and
  - (ii) operational and capital expenditure, by vote;
- (b) service delivery targets and performance indicators for each quarter; and
- (c) any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54 (1)(c)”.

Section 72 of the MFMA prescribes what must be included in the mid-year budget and performance assessment for the first half of the financial year by the 25<sup>th</sup> of January every year. Inter alia, it should include financial statements, the service delivery performance as set out in the SDBIP, resolutions to problems highlighted in the previous year’s annual report, performance of municipal entities under its control. This report should be submitted to National Treasury, the relevant Mayor and provincial secretary.

In January 2005 National Treasury published further guidelines and the SDBIP under MFMA Circular No. 13 which states that the budget gives effect to the municipality’s strategic priorities and that if the budget and IDP are totally aligned, then the SDBIP gives effect to the municipality’s IDP and budget.

The SDBIP is an implementation, monitoring and management tool. It serves as a contract for a twelve-month period, which specifies the objectives as measurable outcomes, between the council, the community and the administration.

In addition to the definition provided by the MFMA, Circular 13 also includes the following components to the SDBIP:

- Ward information for expenditure and service delivery; and
- Detailed capital works plan broken down by ward over three years.



The ward information empowers councillors and ward committees to monitor service delivery in their respective wards.

The high level SDBIP is presented to a municipality and the public for information purposes only. The lower level SDBIPs are not published or presented to a municipality.

MFMA Circular 13 acknowledges that the service delivery targets are difficult to determine and the compilation of indicators are problematic. It is considered a challenge to develop indicators that both measure service delivery as well as the quality of such services. Where possible, service delivery statistics should be presented per ward with levels and standards.

The first two components of the SDBIP necessitate financial information. The third component, dealing with quarterly projections of service delivery targets and performance indicators for each vote, requires non-financial information. These include service delivery targets and other performance indicators, which are output focussed.

### **3.2.9. Public Audit Act, 2004 (Act 24 of 2004)**

The public Audit Act provides the legislative environment which regulates the powers and functions of the Auditor-General as provided for in the Constitution.

The Constitution establishes the Auditor-General as the external auditor of all national and provincial state departments and municipalities, and other institutions or accounting entities required by national and provincial legislation to be audited by the Auditor-General. Section 20(2)(c) states that the audit report should contain *inter alia* an opinion or conclusion on the reported information relating to the performance of the auditee against predetermined objectives. The Auditor-General reports to the National Assembly and the National Assembly provides a mechanism for oversight over the Auditor-General.

### **3.2.10. Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)**

The Intergovernmental Relations Framework Act provides a framework within which the three spheres of government are to operate in terms of intergovernmental relations and disputes. The objectives *are inter alia* to ensure coherent government, effective service provision, monitoring implementation of policy and legislation and realisation of national priorities.

A President's Coordinating Council, a consultative forum, is established by the Act to consult and discuss matters of mutual interest between local and provincial government. One of its functions to discuss service provision, provide advice if needed and consider reports dealing with, amongst other matters, municipal performance.

### **3.2.11. Local Government Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006)**

Local Government Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal managers are, as the description indicates, applicable to managers appointed in terms of Section 57 of the Municipal Systems Act of 2000. The regulations address the Employment Contract and Performance agreement of Section 57 managers. The context of the aforementioned should be seen to enable the implementation of the Integrated Development Plan of the municipality.

The objectives and targets in the Performance Agreement should be aligned with the IDP, SDBIP and Budget of the municipality. The agreement is valid for a financial year and can be revised by mutual consent between the parties wherever necessary. In addition to these objectives and targets, target dates and weightings should form part of the agreement.

### **3.2.12. Framework for Managing Programme Performance Information (2007)**

24 key concepts on performance information are outlined in the Framework for Managing Programme Performance Information. These include the planning, budgeting and reporting cycle, developing performance indicators and targets, managing and publishing performance information, including roles and responsibilities.

The aims of the Framework are to:

- Clarify definitions and standards for performance information in support of regular audits of such information where appropriate
- Improve integrated structures, systems and processes required to manage performance information
- Define roles and responsibilities for managing performance information
- Promote accountability and transparency by providing Parliament, Provincial Legislature, municipal councils and the public with timely, accessible and accurate performance information.

The framework is applicable to all spheres of government.

### **3.2.13. National Development Plan (2011). Vision for 2030**

The South African government's strategy to date has been to provide a range of social services, including social security. A more capable state, in partnership with communities, must build on the platform of social services and social security and contribute to a more balanced approach by developing the capabilities of people.

The developing and upgrading capabilities to enable sustainable and inclusive development requires a new approach and a new mindset. The proposal is the following:

- Creating jobs and livelihoods
- Expanding infrastructure
- Transitioning to a low-carbon economy
- Transforming urban and rural spaces
- Improving education and training
- Providing quality health care
- Building a capable state
- Fighting corruption and enhancing accountability
- Transforming society and uniting the nation.

In its mandate to ensure community safety and protection services the CTMPD contributes to the Vision for Protection as stated in the NDP (2011:328) and contribute to the above proposal where it relates to creating jobs and fighting corruption.

### **3.3. PERFORMANCE MANAGEMENT IN THE PUBLIC SECTOR WITH REFERENCE TO LOCAL GOVERNMENT, IN PARTICULAR CAPE TOWN**

Organisations exist in a changing environment, be it economic, political, social, legal, inter alia.; the economy continues to experience periodic booms and slumps despite the best efforts of politicians and economists; the political environment changes with new parties coming into power and new ideas permeating the political scene; and the legal context changes as a result of legislation passed down from international and regional forums like the European Community to central government and from central government to local government". (Lawton & Rose, 1992:133)

Government organisations are enmeshed in the political process. Every public organisation is an object of the political process. Government organisations exist to implement and enforce public policy, inextricably engaging them as participants in the policy and political process (Gortner et. al. 2007:39).

1. The South African Constitution demands that Public Administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles:
  - a. A high standard of professional ethics must be promoted and maintained.
  - b. Efficient, economic and effective use of resources must be promoted.
  - c. Public Administration must be development-oriented.
  - d. Services must be provided impartially, fairly, equitably and without bias.
  - e. People's needs must be responded to, and the public must be encouraged to participate in policy-making.
  - f. Public administration must be accountable.
  - g. Transparency must be fostered by providing the public with timely, accessible and accurate information.
  - h. Good human-resource management and career-development practices, to maximise human potential, must be cultivated.
  - i. Public Administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

Performance management is appropriately defined in the context of economy, efficiency and effectiveness.

Goertner et. al (2007:68) equates efficiency to the maximisation of productivity, or the greatest possible output for the least input. They further state (2007:69) that questions such as what is the proper span of control for a supervisor, what should be the basis for assigning supervisors over workers, and what principles should control the division, or structure of large organisations.

The lack of service delivery as a result of poor performance by the public sector opened the door for privatisation. According to Farazand and Pinkowski (2007:625) the performance of public enterprises in African countries has been disappointing, incurring huge losses, thereby placing strain on national treasuries. They further

state that corruption, nepotism, political manipulation, inefficiency and mismanagement have plagued the public sector (2007:625).

The lack of performance is further identified by the South African National Planning Commission by making far-reaching proposals to remedy the uneven and often poor performance of the public service (Manuel, 2011:22).

### **3.4. PERFORMANCE MANAGEMENT IN THE CAPE TOWN METROPOLITAN POLICE DEPARTMENT**

The Cape Town Metropolitan Police Department, a department within a municipality, is compelled to conform to the demands placed on the City of Cape Town as a municipal entity. Other than conforming to the requirements through the CoCT's IDP and SDBIP it also has a legislative requirement contained in the South African Police Services Act 68 of 1995 to draft and submit an Annual Police Plan.

The Annual Police Plan is largely aligned to the IDP and SDBIP in that it plans the performance of the CTMPD.

Cape Town Metropolitan Police is in its 9th year of existence and was formally established in terms of Provincial Notice 347/2001 in Provincial Gazette 5786 dated 02 November 2001; the effective date of such service being 1 December 2001. Later in 2007 the department underwent a restructuring process and had a name change to align itself with the national norm of a Metropolitan Police Department.

The South African Police Services Act, No. 68 of 1995 provides a legislative basis for the establishment of a municipal/metropolitan police department in South Africa. Cape Town Metropolitan Police Department's mandate, as outlined in section 64 (E), is multifaceted and includes traffic policing, by-law enforcement and crime prevention.

Further section 64 (C) of the said Act compels a municipal police to demonstrate in an annual police plan how it is going to affect the aforementioned mandate. In

addition, it details the focus areas, outcomes and objectives of the local government in close collaboration with the SAPS as it relates to crime prevention. Other imperatives influence the objectives of this plan such as the Road Traffic Management Corporation (RTMC) priorities, Integrated Development Plan (IDP) of the City as well as Community Police Forums (CPF) and other stakeholders.

#### **3.4.1. Resource overview**

The South African Police Services Act requires that a municipality must show in the Annual Police Plan the resources it is going to be allocated to the Metropolitan Police Department i.e. human capital, logistical and financial resources.

The Cape Town Metro Police Department services an Area of 2,461 km<sup>2</sup> with a population of 3,497,097 using the resources tabulated into the four geographical areas North, South, East and West (City of Cape Town. Metropolitan Police, 25 March 2011).

#### **3.4.2. Purpose of the Annual Police Plan**

The objectives contained in the Annual Police Plan (APP) 2010/2011 mirrors the Service Delivery Budget Implementation Plan (SDBIP) as derived from the Integrated Development Plan (IDP) of the City of Cape Town. This method allows for a greater alignment of both the APP and the SDBIP. By tabulating the objectives against the indicators, reporting of how key actions and outputs are achieved will be improved.

Below is an indication of the Service Delivery Budget Implementation Plan (SDBIP), including indicators.

<b>CRIME PREVENTION</b>			
<b>OBJECTIVES</b>	<b>KEY ACTION / OUTPUT</b>	<b>MEASURE/ INDICATOR</b>	<b>ANNUAL TARGET</b>
1) Effective Policing and Prevention of Drug Possession, Trafficking and Dealing.	a) Targeted patrols in accordance to crime threat analysis. b) Conduct regular “stop & searches” of suspected “clients” and “dealers”. c) Conduct Joint Operations targeting known and or suspected drug houses and routes leading to drug houses. c) Conduct Autonomous Operations targeting known and or suspected drug houses and routes leading to drug houses	10% increase in arrests in drug related crimes (Possession & Dealing)  10% increase in Section 13 roadblocks to ensure the reduction of drug trafficking	10% increase in drug related arrests  New
2) Effective Policing and Prevention of Drug Possession, Trafficking and Dealing.	a) Take part in targeted joint operations in identified high risk areas in support of SAPS. b) Maintain high levels of visibility in targeted crime and disorder “hot spots”.	10% increase in Alcohol and Drug Related Operations to prevent related crimes	% increase



<b>COMMUNITY CONSULTATION</b>			
8) Enhance operational effectiveness and efficiency of the Service to deliver on its mandate of Crime Prevention, Road Policing and By-Law enforcement.	<ul style="list-style-type: none"> <li>a) Designate senior members to attend meetings of and contribute meaningfully to all active CPF's in the metropolitan area.</li> <li>a) Ensure continuity in member participation in CPF and related forums.</li> </ul>	% Consistent attendance of members at all active Community Police Forums in the Metropole	100% attendance

(City of Cape Town. Metropolitan Police, 25 March 2011)

### **3.5 SUMMARY**

This section provided a theoretical insight into the concept of performance management within the public sector, including local government. The researcher concentrated largely on performance management in the CTMPD which is located in local government. A comprehensive overview of the legislative framework within the public sector is provided above.

The following section describes the methods and techniques employed during the research study and explain the data collection process.

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

#### **4.1 INTRODUCTION**

This chapter will elucidate the methods and techniques employed during the research study and explain the way in which information has been gathered, disseminated and presented.

Research is noted as “the process that involves obtaining scientific knowledge by means of various objectives and methods. The aim of the research will determine the appropriate methods and techniques.” (Welman,et. al. 2005:2)

#### **4.2 STUDY OBJECTIVES**

The objective of the study is to close any gap or gaps between the literature search and the empirical survey, should there be any such gap or gaps. The anticipated outcome of the study is to determine the status of police performance in the suburbs of Lotus River and Lavender Hill. A further objective of the study is to answer the key questions through the use of the selected methodology to the research as described below.

#### **4.3 RESEARCH METHODOLOGY AND DESIGN**

Scientific research culminates in knowledge, which can be defined as the body of propositions (factual statements, hypothesis, models, theories, laws) which, at a specific time, is accepted by the scientific community as being valid and reasonably correct (Mouton 1996:13). The methodological dimension of the scientific method has been employed in this study.

Applied research of the scientific method has further been employed in the study. Applied research is a form of systematic enquiry involving practical application of

science and deals with solving of problems (Wikipedia, 2011:1). The basis of selecting applied research is the practical value of the study in assisting to address real time needs.

The kind of applied research employed in the study is descriptive research. Descriptive research, according to Melville & Goddard (1996:4), is where a specific situation is studied either to see if it gives rise to any general theories or to see if existing general theories are borne out by the specific situation. The approaches used to collect data are further described below.

#### **4.3.1. Literature Search**

A literature search is undertaken to inform the researcher about existing literature on the research topic. The literature search includes searches of relevant books, journal articles, academic papers, newspaper articles, legislation and subordinate legislation, policy documents, official reports, unpublished research and other applicable published and unpublished material (Welman et al, 2007:38).

#### **4.3.2. Empirical Survey**

The survey involves collecting data from a sample of participants in order to investigate the particular phenomenon. A questionnaire is used to collect the survey data. The questionnaire contains 20 research statements to which the respondent will indicate, by means of a Likert/attitude scale, their position in regard to the statements. This type of questionnaire is intended to obtain the respondents' attitude or perception about the phenomenon. The statements in the questionnaire are all close-ended and are to be analysed quantitatively.

### **4.3.3. Quantitative Approach**

The systematic scientific investigation of the attitudes of the respondents were measured and presented in numerical form for dissemination. The survey questionnaire collected the quantitative data as part of an accepted mathematical model in determining the normative criteria. The data were collected from the research population as explained below.

### **4.3.4. Research Population**

The research is about performance management in the CTMPD as experienced and/or perceived by communities and the population therefore is drawn from all relevant parties in the identified communities. The research population is categorised into three components as elucidated below and consists of all individuals likely to be affected by the research.

#### **4.3.4.1. Total Population**

The total population consists of all individuals who are affected by the way the CTMPD performs its duties. As the extent of the total population is immeasurable, a target population is drawn from the total population.

#### **4.3.4.2. Target Population**

The target population was determined in collaboration with a registered statistician. The size and extent of the target population is derived from the size and extent of the total population. The target population will comprise of community leaders, adults, learners and students. The random sample for this research was taken from the communities of Lotus River and Lavender Hill. These areas are plagued by poverty and crime as a result of a high concentration of gang activity. The crimes are exacerbated by the supply and sale of illegal drugs and the poor socio-economic

conditions. The respondents in the target population are those individuals who were asked to complete the questionnaire.

#### **4.3.4.3. Response Population**

The response population is the percentage of the target population from which a response is drawn. The response population comprises those individuals who have completed the questionnaire. The response population is therefore limited within the selected target population.

## **4.6 SUMMARY**

The research methodology pertaining to the study as described above depicts the parameters of the data collection. The methodology and design of the study has been determined in collaboration with a registered statistician.

The following chapter describes the statistical analysis employed in the study and indicates the interpretation of the findings.

## **CHAPTER 5**

### **STATISTICAL ANALYSIS**

#### **5.1 INTRODUCTION**

This chapter presents the findings of the research obtained through the questionnaires. The questionnaires were conducted by the researcher with public sector experience and who is employed in the policing environment. The perceptions of the respondents were determined by the response on a range of questions pertaining to the performance of the CTMPD in their respective communities. The Likert scale was used.

A summary of the respondents' experiences is arranged in tabular form and is presented in the same sequence as the questions in the survey questionnaire. Each of the responses will be analysed and interpreted separately.

#### **5.2 STATISTICAL ANALYSIS**

Statistical analysis according to Welman (2007: 210) should be decided before the commencement of collecting data. The data to be analysed has been coded along the guidelines of the attitudinal scale and the responses were ranked in ascending order from strongly disagree to strongly agree.

The use of the Statistical Package for Social Sciences (SPSS) computer statistics program was included in the research analysis process. Therefore the frequency of the responses are measured and presented in the form of a table.

The services of the resident registered statistician of the Cape Peninsula University of Technology were employed to assist with the statistical analysis of the response data generated by the empirical survey.

## 5.3 Interpretation of Findings

### 5.3.1 Independent Variables

#### 5.3.1.1 Indicate the perspective you are more familiar with

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Community Leader	8	7.0	7.0	7.0
	Adult	59	51.3	51.8	58.8
	Learner/Student	36	31.3	31.6	90.4
	Other	11	9.6	9.6	100.0
	Total	114	99.1	100.0	
Missing	System	1	.9		
Total		115	100.0		

Table 5.3.1.1

A total of 51.3% of the respondents interviewed were adults, whilst a further 31.3% included learners or students, 7% is from the community leader sector and 9.6% other.

#### 5.3.1.2 Period of residence or work in the area (in years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 2 years	6	5.2	5.2	5.2
	3 - 5 years	13	11.3	11.3	16.5
	6 - 10 years	12	10.4	10.4	27.0
	More than 10 years	84	73.0	73.0	100.0
	Total	115	100.0	100.0	

Table 5.3.1.2

Over 70% of the respondents have been residing in the designated areas for more than 10 years.

### 5.3.1.3 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	47	40.9	40.9	40.9
	Female	68	59.1	59.1	100.0
	Total	115	100.0	100.0	

Table 5.3.1.3

A total of 59.1% of the respondents interviewed are female and 40.9% male.

### 5.3.1.4 Language Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	English	74	64.3	64.3	64.3
	Afrikaans	38	33.0	33.0	97.4
	Other	3	2.6	2.6	100.0
	Total	115	100.0	100.0	

Table 5.3.1.4

Over 64% of the residents in the area regarded English as the mother tongue and medium of communication. 33% of the community is Afrikaans speaking, whilst only a small portion (3%) prefer to communicate in other languages.



### 5.3.1.5 Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 20	39	33.9	33.9	33.9
	21-30	15	13.0	13.0	47.0
	31-40	11	9.6	9.6	56.5
	41-50	27	23.5	23.5	80.0
	51-60	14	12.2	12.2	92.2
	60 plus	9	7.8	7.8	100.0
	Total	115	100.0	100.0	

Table 5.3.1.5

The majority of the respondents interviewed falls under 20 and between the ages 41-50.

### 5.3.2 Dependent Variables

#### 5.3.2.1 The area experiences high levels of the following class of crime: Minor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	7.8	7.8	7.8
	Disagree	4	3.5	3.5	11.3
	Undecided	45	39.1	39.1	50.4
	Agree	29	25.2	25.2	75.7
	Strongly Agree	28	24.3	24.3	100.0
	Total	115	100.0	100.0	

Table 5.3.2.1

The majority of respondents (above 50%) agree that the area experiences high levels of minor crime.

**5.3.2.2 The area experiences high levels of the following class of crime:  
Serious**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	8.7	8.7	8.7
	Disagree	3	2.6	2.6	11.3
	Undecided	45	39.1	39.1	50.4
	Agree	23	20.0	20.0	70.4
	Strongly Agree	33	28.7	28.7	99.1
	6	1	.9	.9	100.0
	Total	115	100.0	100.0	

*Table 5.3.2.2*

A majority of respondents (above 40%) agree that the area experiences high levels of serious crime.

**5.3.2.3 The area experiences high levels of the following class of crime:  
Violent**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	11.3	11.3	11.3
	Disagree	5	4.3	4.3	15.7
	Undecided	31	27.0	27.0	42.6
	Agree	18	15.7	15.7	58.3
	Strongly Agree	48	41.7	41.7	100.0
	Total	115	100.0	100.0	

*Table 5.3.2.3*

The vast majority of respondents agree with the statement that the area experiences high levels of violent crime. A large percentage of the respondents (31%) are undecided.

### 5.3.2.4 The crime includes pick pocket

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	7.0	7.0	7.0
	Disagree	6	5.2	5.2	12.2
	Undecided	42	36.5	36.5	48.7
	Agree	27	23.5	23.5	72.2
	Strongly Agree	32	27.8	27.8	100.0
	Total	115	100.0	100.0	

Table 5.3.2.4

The vast majority of respondents agree that the crime in the area includes pick pocket. A large percentage of the respondents (42%) are undecided.

### 5.3.2.5 The crime includes house breaking

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	17	14.8	14.8	14.8
	Disagree	6	5.2	5.2	20.0
	Undecided	19	16.5	16.5	36.5
	Agree	33	28.7	28.7	65.2
	Strongly Agree	40	34.8	34.8	100.0
	Total	115	100.0	100.0	

Table 5.3.2.5

The vast majority of respondents agree that the crime in the area includes house breaking.

### 5.3.2.6 The crime includes theft

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	8.7	8.7	8.7
	Disagree	4	3.5	3.5	12.2
	Undecided	25	21.7	21.7	33.9
	Agree	29	25.2	25.2	59.1
	Strongly Agree	47	40.9	40.9	100.0
	Total	115	100.0	100.0	

Table 5.3.2.6

The vast majority of respondents agree that the crime in the area includes theft. A significant number of respondents are undecided.

### 5.3.2.7 The crime includes hijacking

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	17	14.8	14.8	14.8
	Disagree	11	9.6	9.6	24.3
	Undecided	53	46.1	46.1	70.4
	Agree	19	16.5	16.5	87.0
	Strongly Agree	15	13.0	13.0	100.0
	Total	115	100.0	100.0	

Table 5.3.2.7

The vast majority of respondents are undecided whether crime in the area includes hijacking.

### 5.3.2.8 The crime includes assault

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.6	9.6	9.6
	Disagree	8	7.0	7.0	16.5
	Undecided	30	26.1	26.1	42.6
	Agree	21	18.3	18.3	60.9
	Strongly Agree	45	39.1	39.1	100.0
	Total	115	100.0	100.0	

Table 5.3.2.8

The vast majority of respondents agree that the crime in the area includes assault. A significant number of respondents are undecided.

### 5.3.2.9 The crime includes murder

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	12.2	12.4	12.4
	Disagree	8	7.0	7.1	19.5
	Undecided	41	35.7	36.3	55.8
	Agree	16	13.9	14.2	69.9
	Strongly Agree	34	29.6	30.1	100.0
	Total	113	98.3	100.0	
Missing	System	2	1.7		
Total		115	100.0		

Table 5.3.2.9

The vast majority of respondents agree that the crime in the area includes murder. A significant number of respondents are undecided.

### 5.3.2.10 Solutions to crime: Visible Policing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.2	5.2	5.2
	Disagree	7	6.1	6.1	11.3
	Undecided	23	20.0	20.0	31.3
	Agree	19	16.5	16.5	47.8
	Strongly Agree	60	52.2	52.2	100.0
	Total	115	100.0	100.0	

Table 5.3.2.10

The vast majority of respondents agree that visible policing is a solution to crime. A significant number of respondents are undecided. 60% strongly agree with the statement.

### 5.3.2.11 Solutions to crime: Law Enforcement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	3.5	3.5	3.5
	Disagree	5	4.3	4.3	7.8
	Undecided	29	25.2	25.2	33.0
	Agree	22	19.1	19.1	52.2
	Strongly Agree	55	47.8	47.8	100.0
	Total	115	100.0	100.0	

Table 5.3.2.11

The vast majority of respondents agree that law enforcement is a solution to crime. 55% strongly agree. However, a significant number of respondents are undecided.

### 5.3.2.12 Solutions to crime: Community Involvement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	.9	.9	.9
	Strongly Disagree	7	6.1	6.1	7.0
	Disagree	8	7.0	7.0	13.9
	Undecided	26	22.6	22.6	36.5
	Agree	19	16.5	16.5	53.0
	Strongly Agree	54	47.0	47.0	100.0
	Total	115	100.0	100.0	

Table 5.3.2.12

The vast majority of respondents agree that community involvement is a solution to crime. 54% strongly agree with the above statement. A significant number of respondents are undecided.

### 5.3.2.13 Solutions to crime: Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	3.5	3.5	3.5
	Undecided	94	81.7	81.7	85.2
	Agree	4	3.5	3.5	88.7
	Strongly Agree	13	11.3	11.3	100.0
	Total	115	100.0	100.0	

Table 5.3.2.13

The vast majority of respondents are undecided on other solutions to crime.

**5.3.2.14 In our area policing is inclusive of all stakeholders**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	17	14.8	14.8	14.8
	Disagree	12	10.4	10.4	25.2
	Undecided	72	62.6	62.6	87.8
	Agree	7	6.1	6.1	93.9
	Strongly Agree	7	6.1	6.1	100.0
	Total	115	100.0	100.0	

Table 5.3.2.14

The vast majority of respondents are undecided on the inclusivity of stakeholders in policing.

**5.3.2.15 I am aware that all community members are aware of policing institutions**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	20	17.4	17.4	17.4
	Disagree	11	9.6	9.6	27.0
	Undecided	28	24.3	24.3	51.3
	Agree	29	25.2	25.2	76.5
	Strongly Agree	27	23.5	23.5	100.0
	Total	115	100.0	100.0	

Table 5.3.2.15

The vast majority of respondents agree that they are aware that all community members are aware of policing institutions. A significant number of respondents are undecided.



**5.3.2.16 In my opinion all relevant role-players should be informed of all aspect of policing**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	3.5	3.5	3.5
	Undecided	14	12.2	12.2	15.7
	Agree	29	25.2	25.2	40.9
	Strongly Agree	68	59.1	59.1	100.0
	Total	115	100.0	100.0	

*Table 5.3.2.16*

The vast majority of respondents agree that all relevant role-players should be informed of all aspects of policing. 68% strongly agree with the statement.

**5.3.2.17 Regular feedback on policing are given by way of: discussions**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	20	17.4	17.4	17.4
	Disagree	16	13.9	13.9	31.3
	Undecided	28	24.3	24.3	55.7
	Agree	17	14.8	14.8	70.4
	Strongly Agree	34	29.6	29.6	100.0
	Total	115	100.0	100.0	

*Table 5.3.2.17*

The majority of the respondents agree that regular feedback on policing are given by way of discussions. A significant percentage (28%) of the respondents is undecided.

**5.3.2.18 Regular feedback on policing are given by way of: written communications**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	19	16.5	16.5	16.5
	Disagree	13	11.3	11.3	27.8
	Undecided	30	26.1	26.1	53.9
	Agree	19	16.5	16.5	70.4
	Strongly Agree	34	29.6	29.6	100.0
	Total	115	100.0	100.0	

*Table 5.3.2.18*

The majority of the respondents agree that regular feedback on policing is given by way written communications. A significant percentage (30%) of the respondents is undecided.

**5.3.2.19 I feel I have the right: To have access to the Metro Police**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	5.2	5.2	5.2
	Disagree	3	2.6	2.6	7.8
	Undecided	16	13.9	13.9	21.7
	Agree	20	17.4	17.4	39.1
	Strongly Agree	70	60.9	60.9	100.0
	Total	115	100.0	100.0	

*Table 5.3.2.19*

The vast majority of respondents agree that they have a right to have access to the Metro Police. More than 70% strongly agree with the statement.

**5.3.2.20 I feel I have the right: To know how to get access to the Metro Police**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	6.1	6.1	6.1
	Disagree	2	1.7	1.7	7.8
	Undecided	25	21.7	21.7	29.6
	Agree	15	13.0	13.0	42.6
	Strongly Agree	66	57.4	57.4	100.0
	Total	115	100.0	100.0	

Table 5.3.2.20

The vast majority of respondents agree that they have a right to know how to get access to the Metro Police. More than 66% strongly agree with the statement.

**5.3.2.21 I feel I have the right: To provide inputs regarding the way the Metro Police perform their duties / do their work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	4.3	4.3	4.3
	Disagree	3	2.6	2.6	7.0
	Undecided	19	16.5	16.5	23.5
	Agree	27	23.5	23.5	47.0
	Strongly Agree	61	53.0	53.0	100.0
	Total	115	100.0	100.0	

Table 5.3.2.21

The vast majority of respondents agree that they have a right to provide inputs regarding the way the Metro Police perform their duties / do their work. 61% strongly agree with the statement.

### 5.3.2.22 Name the policing agents in your area

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not answered	61	53.0	53.0	53.0
	SAPS	47	40.9	40.9	93.9
	SAPS / ADT	1	.9	.9	94.8
	SAPS / LE	1	.9	.9	95.7
	SAPS / SECURITY	2	1.7	1.7	97.4
	SAPS / TRAFFIC	1	.9	.9	98.3
	SAPS /LE	1	.9	.9	99.1
	SAPS /SECURITY	1	.9	.9	100.0
	Total	115	100.0	100.0	

Table 5.3.2.22

A vast majority of respondents identified the South African Police Service as an active policing agent in the area.

### 5.3.3 To what extent are you in agreement with the following core criteria for performance assessment of Metro Police

#### 5.3.3.1 Continued revision of the way the Metro Police perform their duties (do their work) is important

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	8.7	8.7	8.7
	Disagree	3	2.6	2.6	11.3
	Undecided	13	11.3	11.3	22.6
	Agree	35	30.4	30.4	53.0
	Strongly Agree	54	47.0	47.0	100.0
	Total	115	100.0	100.0	

Table 5.3.3.1

The vast majority of respondents agree that continued revision of the way the Metro Police perform their duties (do their work) is important. 54% strongly agree with the statement.

### 5.3.3.2 Continued development of the performance policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	7.0	7.0	7.0
	Undecided	25	21.7	21.7	28.7
	Agree	32	27.8	27.8	56.5
	Strongly Agree	50	43.5	43.5	100.0
	Total	115	100.0	100.0	

Table 5.3.2.2

The vast majority of respondents agree that continued development of the performance policy.50% strongly agree with the statement. A significant number of respondents are undecided.

### 5.3.3.3 Metro Police contributes to the safety and security in our area

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	7.8	7.8	7.8
	Disagree	9	7.8	7.8	15.7
	Undecided	23	20.0	20.0	35.7
	Agree	24	20.9	20.9	56.5
	Strongly Agree	50	43.5	43.5	100.0
	Total	115	100.0	100.0	

Table 5.3.3.3

The vast majority of respondents agree that Metro police contributes to the safety and security in the area. 50% strongly agree with the statement. A significant number of respondents are undecided.

**5.3.3.4 Continued information sessions about the way they perform their duties**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	4.3	4.3	4.3
	Disagree	4	3.5	3.5	7.8
	Undecided	34	29.6	29.6	37.4
	Agree	28	24.3	24.3	61.7
	Strongly Agree	44	38.3	38.3	100.0
	Total	115	100.0	100.0	

*Table 5.3.3.4*

The vast majority of respondents agree that continued information sessions about the way they perform their duties. A significant number of respondents are undecided.

**5.3.3.5 I have a fair understanding of the way they do their work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	11.3	11.3	11.3
	Disagree	19	16.5	16.5	27.8
	Undecided	39	33.9	33.9	61.7
	Agree	28	24.3	24.3	86.1
	Strongly Agree	16	13.9	13.9	100.0
	Total	115	100.0	100.0	

*Table 5.3.3.5*

No clear majority of respondents agree that they have a fair understanding of the way the Metro Police do their work. A significant number of respondents are undecided.

**5.3.3.6 I am aware of the national trends in which the police are doing their work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	13.0	13.0	13.0
	Disagree	21	18.3	18.3	31.3
	Undecided	33	28.7	28.7	60.0
	Agree	30	26.1	26.1	86.1
	Strongly Agree	16	13.9	13.9	100.0
	Total	115	100.0	100.0	

*Table 5.3.3.6*

A clear majority of respondents agree that they are aware of the national trends in which the police are doing their work. A significant number of respondents are undecided.

**5.3.3.7 I am aware of the international trends in which the police are doing their work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	1.7	1.7	1.7
	Strongly Disagree	22	19.1	19.1	20.9
	Disagree	23	20.0	20.0	40.9
	Undecided	32	27.8	27.8	68.7
	Agree	20	17.4	17.4	86.1
	Strongly Agree	16	13.9	13.9	100.0
	Total	115	100.0	100.0	

*Table 5.3.3.7*

A clear majority of respondents disagree that they are aware of the international trends in which the police are doing their work. A significant number of respondents are undecided.

**5.3.3.8 I am aware of the varying methods (ways) the police are doing their work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.6	9.6	9.6
	Disagree	25	21.7	21.7	31.3
	Undecided	30	26.1	26.1	57.4
	Agree	32	27.8	27.8	85.2
	Strongly Agree	17	14.8	14.8	100.0
	Total	115	100.0	100.0	

*Table 5.3.3.8*

A clear majority of respondents agree that they are aware of the varying methods (ways) the police are doing their work. A significant number of respondents are undecided.

**5.3.3.9 The Metro Police department pursues new ways to do their work in a changing environment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	13.0	13.0	13.0
	Disagree	13	11.3	11.3	24.3
	Undecided	48	41.7	41.7	66.1
	Agree	25	21.7	21.7	87.8
	Strongly Agree	14	12.2	12.2	100.0
	Total	115	100.0	100.0	

*Table 5.3.3.9*

The vast majority of respondents are undecided whether the Metro Police pursues new ways to do their work in a changing environment.



**5.3.3.10 The Metro Police department provides the necessary resources to evaluate how they perform their duties**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.6	9.6	9.6
	Disagree	16	13.9	13.9	23.5
	Undecided	42	36.5	36.5	60.0
	Agree	35	30.4	30.4	90.4
	Strongly Agree	11	9.6	9.6	100.0
	Total	115	100.0	100.0	

*Table 5.3.3.10*

A clear majority of respondents agree that the Metro police department provides the necessary resources to evaluate how they perform their duties.

**5.3.3.11 Effective communication is necessary to evaluate the work performed by the Metro Police**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	7.0	7.0	7.0
	Disagree	5	4.3	4.3	11.3
	Undecided	18	15.7	15.7	27.0
	Agree	30	26.1	26.1	53.0
	Strongly Agree	54	47.0	47.0	100.0
	Total	115	100.0	100.0	

*Table 5.3.3.11*

The vast majority of respondents agree with that effective communication is necessary to evaluate the work performed by the Metro Police. 54% strongly agree with the statement.

**5.3.3.12 The way in which the Metro Police performs their duties contributes to a healthy relationship with other stakeholders**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	10.4	10.4	10.4
	Disagree	4	3.5	3.5	13.9
	Undecided	33	28.7	28.7	42.6
	Agree	35	30.4	30.4	73.0
	Strongly Agree	31	27.0	27.0	100.0
	Total	115	100.0	100.0	

*Table 5.3.3.12*

The vast majority of respondents agree that the way in which the Metro Police perform their duties contributes to a healthy relationship with other stakeholders. A significant number of respondents are undecided.

**5.3.3.13 Evaluation of how the Metro Police do their work maintains a safe and secure environment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	7.8	7.8	7.8
	Disagree	5	4.3	4.3	12.2
	Undecided	20	17.4	17.4	29.6
	Agree	32	27.8	27.8	57.4
	Strongly Agree	49	42.6	42.6	100.0
	Total	115	100.0	100.0	

*Table 5.3.3.13*

The vast majority of respondents agree that evaluation of how the metro Police do their work maintains a safe and secure environment. 49% strongly agree with the statement.

### 5.3.3.14 Metro Police must conduct regular research

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	7.0	7.0	7.0
	Disagree	1	.9	.9	7.8
	Undecided	8	7.0	7.0	14.8
	Agree	19	16.5	16.5	31.3
	Strongly Agree	79	68.7	68.7	100.0
	Total	115	100.0	100.0	

Table 5.3.3.14

The vast majority of respondents agree that Metro Police must conduct regular research.

## 5.4 SUMMARY

In this chapter the researcher analysed and offered interpretations of the research findings. The data is collated in numeric values according to the perceptions of the respondents. Of the 200 questionnaires distributed among the targeted population 57% of the potential respondents returned their questionnaires. Chapter 6 concludes the study and offers a number of recommendations.

## **CHAPTER 6**

### **RECOMMENDATIONS AND CONCLUDING REMARKS**

#### **6.1. INTRODUCTION**

This study includes research into perceptions of the performance of the CTMPD by selected communities, as explained in the first chapter. That chapter also includes the problem statement, with concomitant sub-problems, a number of key questions pertaining to the research, the objectives with the research as well as a brief overview of the research methodology.

Chapter 2 provided a general framework in support of the objective the entire study set out to achieve. Four areas in the problem statement were highlighted namely underperformance by police, high levels of crime, incorrect performance indicators and poor social development (crime and other social ills).

Chapter 3 contains a theoretical overview of performance management which forms an integral part of this study.

Chapter 4 dealt with various aspects of the specific research methodology followed in this study, including the literature search, an empirical survey, followed by a statistical analysis of the responses to the questions posed to the respondents who comprised the response population and whose responses were subjected to statistical analysis by the registered CPUT statistician.

Chapter 5 shows tables with explanations of each response event, in terms of the results representing the preferences of the respective respondents.

This chapter (6) contains an introduction, brief overviews of preceding chapters, followed by a set of recommendations in terms of which the research problem and its

collateral impacts can be dealt with. The chapter concludes with a number of concluding remarks.

## **6.2. RECOMMENDATIONS**

- 6.2.1. The selected communities experience all categories of crime namely minor, serious and violent crime. Of the three categories the vast majority experience violent crime. Notwithstanding the above, adequate resources must be made available to create an environment free of criminal threats.
- 6.2.2. The types of crimes vary from pick pocket to murder and are considered by a vast majority of respondents as being present in the selected communities. The approach to combat such crime should be all inclusive.
- 6.2.3. As the vast majority of respondents agree that visible policing is a solution to crime, it indicates that the perception exists that when CTMPD is visible that they firstly, perform their duties as required by law and that their presence creates a sense of security. Visible policing and strategies must be maintained.
- 6.2.4. Law Enforcement is also perceived as a solution to crime and is an indication of the performance of CTMPD in the affected communities. As above performance management systems will maintain and improve effectiveness and efficiency.
- 6.2.5. In addition to visible policing and law enforcement, a vast majority is of the view that community involvement is a solution to crime. The establishment of neighbourhood watches in the affected communities will support the perception shown by the respondents.
- 6.2.6. On the subject of the inclusivity of the different stakeholders in the affected areas, the respondents are vastly undecided. This is an indication of ignorance in respect of community / business participation in fighting crime. Appropriate community forums should be established where all stakeholders in the affected communities are represented and educated about various issues.

- 6.2.7. Although the respondents are not sure whether all stakeholders are not represented on crime fighting forums, they agree that all community members are aware of the different policing institutions. The awareness must be maintained for the sake of the undecided respondents.
- 6.2.8. Although a significant number of respondents indicated that regular feedback by way of discussion and written communication is given, a vast majority agree that such feedback does take place. Regular feedback must be made to established forums.
- 6.2.9. The respondents expressed that they have certain rights in respect of CTMPD. More than 50% strongly agree that they have the right to have access to the Metro Police, to know how to get access to the Metro Police and to provide inputs regarding the way the Metro Police perform their duties / do their work.
- 6.2.10. Continued revision of the way the Metro Police perform their duties and the continued development of the performance management policy has been identified by the respondents as being important. Such revision must be maintained and for improved.
- 6.2.11. A clear thumbs up was given by the respondents regarding the contribution made by CTMPD in respect of safety and security in the affected communities. In addition, although the majority of the respondents have a fair understanding of the way the Metro Police do their work, a vast majority agree that continued information sessions about the way they perform their duties should be undertaken. Such information sessions should be incorporated into the established community forums.
- 6.2.12. Although a vast majority of respondents are undecided as to whether the CTMPD pursues new ways to do their work in a changing environment, a clear majority believe that CTMPD provides the necessary resources to evaluate how they perform their duties. CTMPD must establish a clear public participation strategy.
- 6.2.13. The study shows that the majority of respondents agree that CTMPD contributes to a healthy relationship with other stakeholders. Such

relationships must be cultivated and improved in order to establish an all-inclusive crime combatting strategy.

6.2.14. A vast majority of the respondents agree, that evaluation of how CTMPD do their work maintains a safe and secure environment. An important component of such evaluation is regular research.

6.2.15. This study produced a high number of undecided responses. It is incumbent on the CTMPD to consider regular awareness community policing campaigns.

### **6.3. CONCLUDING REMARKS**

The birth of the democratic South Africa created an expectation from all the citizens of the country for effective and efficient service delivery especially a safe and secure environment. In its quest to ensure that such services are delivered, the government introduced a legislative and policy framework to measure the performance of employees in the public sector. These frameworks are primarily grounded in the Batho Pele principles, contained in Section 195 of the South African Constitution of 1996 stipulates that the Public Service must be governed by the democratic values and principles as enshrined in the Constitution.

The study has shown that the affected communities do experience high levels of varying crimes which demand effective and efficient policing by all policing agencies, with the limited resources at its disposal. Performance management has become an important mechanism in determining value for money in the delivery of an effective and efficient service. Improving performance has focussed attention on the pursuit of greater efficiency and effectiveness. This study has shown that a large proportion of the respondents are undecided on a number of questions and that policing can be further enhanced through regular research, interaction and communication.

Although the response by the target population confirmed the adequate level of service provided by the CTMPD, the significance and impact of performance management in the policing environment should not be judged on a single research

paper, but research in this regard should be undertaken on a regular basis. The high rate of undecided responses is an indication that a majority of affected communities are in need of further information regarding the role and duties of the CTMPD.

Finally the CTMPD should, in addition to its operational services, use its resources to further educate and engage the communities in its jurisdiction in respect of its service delivery strategy.



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**ANNEXURE A**

**SURVEY**

**AMONG MEMBERS OF SELECTED, COMMUNITIES**

**ON**

**A PERFORMANCE MEASURING MODEL TO DETERMINE THE IMPACT OF SELECTED POLICY  
OUTPUTS IN THE CAPE TOWN METROPOLITAN POLICE DEPARTMENT**

**AS PART OF A FORMAL STUDY PROJECT NAMED:**

**CAPE TOWN  
SEPTEMBER 2010**



Dear Sir/Madam

**QUESTIONNAIRE ON THE IMPACT OF SELECTED POLICY OUTPUTS IN PERFORMANCE MEASURING MODEL OF THE CAPE TOWN METROPOLITAN POLICE DEPARTMENT.**

Your kind co-operation is sought for the completion of a questionnaire which is part of a survey of attitudes and perceptions on determining the impact of selected policy outputs of the Cape Town Metropolitan Police Department's performance model. Your willingness to complete the questionnaire will be much appreciated, as the information thus obtained will assist the researcher to evaluate the impact of the current performance measuring model on selected communities in the Cape Town municipal jurisdiction.

The questionnaire has been prepared in such a way that it will require the minimum of time to complete.

Responses to the various questions/statements will be decisive for the eventual outcome of the research.

All information will be treated as strictly confidential and it will not be possible to identify any individual on the strength of the results included in the final report.

The aim with this investigation is to determine the extent of the efficiency of the performance model in the selected communities and to make recommendations, if any, to facilitate the increasing the effectiveness and efficiency of policing in general and in the selected areas in particular.

In the interest of confidentiality, no biographical details will be requested.

Thank you for your co-operation.

Researchers

## SECTION A - INDEPENDENT VARIABLES

### 1. PLEASE INDICATE YOUR EMPLOYMENT STATUS IN THE APPROPRIATE BLOCK

1.1 Indicate the perspective you are more familiar with		
1.1.1	Community Leader	
1.1.2	Parent	
1.1.3	Learner	
1.1.4	Other	

1.2 Period of residence or work in the area (in years)		
1.2.1	1 – 2 years	
1.2.2	3 – 5 years	
1.2.3	6 – 10 years	
1.2.4	More than ten years	

1.3 Gender		
1.3.1	Male	
1.3.2	Female	

1.4 Language group		
1.4.1	English	
1.4.2	Afrikaans	
1.4.3	Other (plse specify) =	

1.5 Age group		
1.5.1	Under 20	
1.5.2	21 – 30	
1.5.3	31 – 40	
1.5.4	41 – 50	
1.5.5	51 – 60	
1.5.6	60 plus	

**SECTION B - DEPENDENT VARIABLES**

**QUESTION 1**

To what extent would you agree or disagree, that your area is plagued by high levels of crime?

**LEGEND:**

1 = STRONGLY DISAGREE; 2 = DISAGREE; 3 = UNDECIDED; 4 = AGREE; 5 = STRONGLY AGREE

(PLEASE TICK THE APPROPRIATE COLUMNS PER ITEM)

STATEMENTS		DEGREE OF PREFERENCE				
		1	2	3	4	5
<b>1</b>	The area experiences high levels of the following class of crime:					
	1.1 Minor					
	1.2 Serious					
	1.3 Violent					
<b>2</b>	The crime includes:					
	2.1 Pick Pocket					
	2.2 Housebreaking.					
	2.3 Theft.					
	2.4 Assault.					
	2.5 Murder.					
<b>3</b>	Solutions to crime:					
	3.1 Policing.					
	3.2 Community Involvement.					
	3.3 Relevant civil society bodies					
	3.4 Relevant parent structures					
<b>4</b>	Policing should be inclusive of all stakeholders.					
<b>5</b>	All participants should be aware of the policing institutions.					
<b>6</b>	All relevant role-players should be informed of all aspects of policing.					
<b>7</b>	Regular feedback on policing by way of:					
	7.1 discussions, and					
	7.2 written communications.					

<b>8</b>	The community has the right:					
	8.1 To have access to the Metro Police					
	8.2 To provide inputs regarding the performance of Metro Police.					
	8.3 The <i>audi alteram partem</i> rule (listen to the other side) should apply.					

## QUESTION 2

To what extent are you in agreement with the following core criteria of a Performance assessment of Metro Police?

### LEGEND

1 = STRONGLY DISAGREE; 2 = DISAGREE; 3 = UNDECIDED; 4 = AGREE; 5 = STRONGLY AGREE

(PLEASE TICK THE APPROPRIATE COLUMNS PER ITEM)

CORE CRITERIA		DEGREE OF PREFERENCE				
		1	2	3	4	5
1	Continued revision of the school feeding policy.					
2	Continued development of the school feeding policy.					
3	Creation of an effective academic learning environment.					
4	Continued information sessions about the institutional school feeding policy.					
5	Development of school feeding policy specialisation.					
6	Knowledge of education legislation					
7	A holistic awareness of national trends pertaining to school feeding policy in education.					
8	A holistic awareness of international trends pertaining to school feeding policy in education.					
9	Contribution to the overall formulation of relevant topical policies.					
10	Methods of school feeding policy implementation.					
11	Acceptability by school management of the need to innovate school feeding policies against the background of changing circumstances.					

<b>12</b>	Acceptability by school management of the need to innovate the school feeding policy implementation against the background of changing circumstances.					
<b>13</b>	Cultivation of effective communication skills.					
<b>14</b>	Healthy relationship with other stakeholders.					
<b>15</b>	Maintaining a learning environment.					
<b>16</b>	Financial:					
	16.1 Planning.					
	16.2 Management.					
<b>17</b>	Recognising the need for self-initiated research					

Thank you for your assistance.

RESEARCHERS