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The role of police and civil society in combating cross-border stock theft

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THE ROLE OF POLICE AND CIVIL SOCIETY IN COMBATING CROSS-BORDER STOCK THEFT

By

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A research report submitted to the Faculty of Management, University of the Witwatersrand, in 33% fulfilment of the requirements for the degree of Masters of Management in the field of Security.

February 2013

ABSTRACT

Stock theft is a national crisis in, across and throughout Lesotho. This fact has led the Lesotho Mounted Police Service to place stock theft management under the serious crimes unit. In the mid-1990s stock theft reached epidemic proportions in the southern district adjoining the Eastern Cape Province of the Republic of South Africa. This problem still persists and has lately turned very violent and deadly in the Qachas'nek District. However, the Quthing district has seen a relative decrease in the rate of stock theft in the mid-2000s.

The purpose of this study was to investigate the factors and strategies used in both Quthing and Qachas'nek districts to curb cross border stock theft. These factors and strategies are then compared to establish why cross-border stock theft is decreasing in Quthing while it escalates in Qachas'nek.

The main finding of the research is that the Quthing community adopted the strategy of community policing and were trained on crime prevention while the opposite is true in the Qachas'nek district. A community policing strategy has not been adopted in Qachas'nek. It has also been established that training in community policing and crime prevention has to be offered to police officers and the members of crime prevention committee members. Lastly, the study revealed that laws governing stock theft have to be amended and the crime prevention committees should be better empowered

DECLARATION

I declare that this report is my own, unaided work. It is submitted in partial fulfilment of the requirements of the degree of Master of Management (in the field of Security) in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in any other university.

_____

Rafolatsane, Api

February 28, 2013

DEDICATION

This study is dedicated to my one and only daughter,

Mpoi Rose Rafolatsane:

She always keeps me going!

ACKNOWLEDGEMENTS

I would like to express my appreciation and gratitude to my supervisor, Dr Johnny M. Matshabaphala, for his guidance throughout the research process.

Also special thank goes to the Lesotho Mounted Police Service Stock theft unit for providing the necessary information.

I also thank my family, friends and colleagues for always pushing me to work harder.

And how can I forget all the people who were involved in the final editing and making this work?

Above all, God is Great.

LIST OF ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
BNP	Basotho National Party
CPC	Crime Prevention Committee
CPTED	Crime Prevention through Environmental Design
HIV	Human Immunodeficiency Virus
LDF	Lesotho Defence Force
LMPS	Lesotho Mounted Police Service
NCBC	National Cross-Border Committee
NCPS	National Crime Prevention Strategy
PAR	Participatory Action Research
PCR	Police and Community Relations
RSA	Republic of South Africa
SADC	Southern African Development Community
SANDF	South African National Defence Force
SAPS	South African Police Service
SARPCCO	Southern African Regional Police Chiefs Cooperation Organisation
SCU	Serious Crimes Unit
STOCKPOL	Stock Policing Unit
STU	Stock Theft Unit
TADI	Training and Development Institute

Abbreviations within tables and graphs

C = Cattle
H = Horse
D = Donkey
S = Sheep
G = Goat
P = Pig
M = Mule

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CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

Stock as defined by the Lesotho Stock Theft Act No. 4 of 2000 means, "a horse, donkey, mule, cattle, sheep, goat, pig, domesticated ostrich, any domesticated game or its young one." Unlawful taking of someone's property without the consent of the owner with the intention of permanently depriving the owner of such property is a common law crime of Theft. Stock theft can therefore be defined as unlawful taking of someone's stock with the intention of permanently depriving the owner of that stock.

This paper seeks to identify strategies that the police, Quthing livestock farmers and the community at large have employed to reduce or stop violent cross-border stock theft. The research will also look into why these strategies are not working in the neighbouring district of Qachas'nek. Qachas'nek has been clouded by violent and deadly clashes over stock theft, and it is understood that the fight is between Qachas'nek livestock farmers and Matatiele livestock farmers. Quthing and Qachas'nek districts are situated in the southern part of Lesotho and share the border with the Eastern Cape Province of the Republic of South Africa (RSA).

The chapter will commence with the background of the study detailing that stock theft is not only a problem in Lesotho; it will show that stock theft is a regional, continental as well as a global problem that needs multi- and international actors to address it. This will be followed by how the report is structured, what motivated the study, the problem statement, purpose of the study, and the research questions.

1.2 BACKGROUND

Lesotho is an independent country which is completely surrounded by the RSA. The Lesotho Bureau of Statistics describes the country as geographically divided into four main agro-ecological zones, namely:

- The lowlands in the west, lying between altitudes 1500m and 1830m. This zone occupies about 15% of the total country.
- The foothills in the centre between 1830m and 2130m covering about 8% of the land. The Orange River Valley lying between 1500m and 2250m. The valley occupies approximately 11% of the country.
- The mountain range that lies between 2130m and 3480m altitude and comprises about 66% of the total land. This zone is the heart of Lesotho's rangelands and is sparsely populated compared to other regions, especially the lowlands. However, there is evidence to indicate that this is changing because of increasing population pressure, with villages mushrooming in areas earlier thought to be exclusively rangelands (Bureau of Statistics (1988/89). The research is conducted in this region.

There are sixteen official border posts between these two countries; however, due to unknown reasons, the Lesotho part only has eleven of these posts manned. There is a lot of free movement between RSA and Lesotho due to the fact that at other places there are no physical structures to either stop or deter this illegal movement. This fact has led to a very serious problem of cross-border crime. Stock theft is one of the major criminal activities that have threatened security between these two countries. Stock theft is a problem that is also experienced internally in Lesotho. In democratic states, like Lesotho and RSA, the state is normally looked at as the main player in the provision and protection of human rights and needs; and governments also have to control and combat crime.

Dzimba and Matooane (2005) observe that stock theft and HIV/AIDS are the greatest threats to human security in Lesotho. They also show that the major threat to human security, peace and democracy in Lesotho comes from high levels of crime, which impact negatively on the country's already fragile economy and potential for development. These factors align with Max-Neef (1991) who observes that human development focuses and bases itself on the satisfaction of fundamental human needs, on the generation of growing levels of self-reliance, and assumes direct participation in democracy (Max-Neef, 1991).

Even though stock theft has been a problem in Lesotho since the early 1990s this has become a serious cross-border crime, and presents security challenges to both countries. Kynoch and Ulicki (2001) notes that, "*the mountainous areas, particularly theEastern Cape (former Transkei), are especially hard hit. Stock theft and stock theft-related violence have reduced the living standards of an already impoverished populace, exacerbated social divisions and resulted in widespread violence both within Lesotho and across the border".*

There were a number of campaigns conducted by police and farmers in both countries to stop or reduce cross-border stock theft but most of the outcomes from these campaigns were inadequate. In the early 2000s the battle was won to some extent, and currently, the Quthing district in Lesotho adjoining the Eastern Cape Province do not have a serious problem regarding theft of stock. This was confirmed by the statements made by both Mr KabeloMafura (Acting Minister of Home Affairs and Public Safety in Lesotho) and the commander of Mount Fletcher Police Station, Captain Lithonga Zamxolo, who said "*peace building by farmers of the two countries along the border has produced good results as no stock theft cases have been reported at Mount Fletcher SAPS since 2005"* (AgricultureAvnir.org. February 26, 2011 in Agriculture, News.) at a public gathering in Sebapala, Quthing to celebrate the fact that communities on

both sides of the border have taken responsibility and won the battle against cross-border stock theft.

1.3 CROSS-BORDER CRIME – A GLOBAL PROBLEM

Cross-border crime is a global problem that needs to be addressed, and in the United States of America, for example, this problem is seen as being so serious that the Senate has been asked to priorities relations with Mexico by continuing to support fighting of transnational crime through capacity building while improving citizen security (Miles, 2013, American Forces Press Service).

It is also stated that America has to face a complex matrix of national security concerns and crimes ranging from drugs, human trafficking and problems of homicide and violent crime in the ungoverned space.

The American Forces Press (2013) reports that in addressing border issues the governments needs front-burner policies that will deal with a growing diversity of interests in that region and the current resource constraints. The United States policies should identify key strategic priorities in strengthening ties with Mexico, seek to promote democratic change in Cuba and Venezuela, and should help Mexico fight organized crime. The United States and Mexico need to jointly help the Americas Northern Triangle covering Salvador, Guatemala and Honduras to combat human trafficking organizations.

Stock theft is a global problem that hampers economic growth and development. These can be argued from different angles as it is experienced worldwide. In America, Kevin Johnson of '*USA Today*' reported that some of the nation's largest beef-producing states were fighting resurgence in the centuries-old crime of cattle rustling. The report showed that in 2005, $6.2 million in livestock thefts, of which most were cattle, had increased from $4 million in 2004. In the past three to four

years it had been noted by the Stock Marketing Association that cattle prices have approached all-time highs. This was taken to mean that the cattle industry has grown and so has the extent of theft (Johnson, USA Today, 2006).

In the report to the Criminology Research Council, Barclay (2001) states that the current strength of livestock prices contributes to a record number of reported livestock thefts across Australia. It is also stated that in Queensland alone, state-wide complaints trebled in recent months and the value of missing cattle was estimated at $2.5 million (Hansen, 2001). Australia-wide, there has been considerable public and political debate over how best to deal with the problem (Barclay, 2001)

1.3.1 Cross-border Crime in Africa

The 2004 United Nations Secretary General's report identified the West African region as the worst affected by cross-border crime. This fact continues to weaken the West African region security sector and contributes to displacement of citizens and an increase in refugee numbers. The report shows that trafficking of small arms and light weapons and ammunition, human trafficking, and the use of child soldiers are serious challenges. Other trans-national syndicates are involved in drugs and narcotics, armed robbery and activities of money laundering.

The trans-border criminal activities in most African states may be due to the civil wars that have prevailed in that region. In the late 1990s, cross-border criminal activity became more complicated and difficult to investigate. The weakened states and poor regulation of the borders played a pivotal role in this aspect.

Gichana of the "*Nairobi Star'* reports that the assistant minister for internal security OrwaOjode noted that the government will build a new

police station at the area of Kandege in Muhoroni district which is prone to cattle theft. Ojode said the government was committed to ending incidents of cattle theft between residents of Nyanza and the Rift Valley provinces: "We are tired of incidents of insecurity along the border and I want to reaffirm the government's commitment to finding a lasting solution" (Angwenyi Gichana, *Nairobi Star*, 2011).

1.3.2 Cross-border Crime in SADC

The SADC region's cross-border criminal activities tend to focus on trafficking in stolen vehicles, narcotics, weapons and stock theft. However, in recent years cross-border crime in this area includes smuggling counterfeit notes, forgery and poaching. The most prevalent organised cross-border crimes are trafficking in women and children, money-laundering, insurance scams, bank fraud, computer fraud, and corruption in the business sector. Peter Gastrow of the Institute for Security Studies in Cape Town argues that, "The far greater extent to which transnational organised groups ignore boundaries to use the entire region as their operational terrain should serve as a warning to decision makers that more co-ordinated and focused regional policy and operational responses are required from governments. No longer can any single country in the SADC region hope to combat organised crime effectively within its own borders without simultaneously linking up with other countries in the region and internationally in its efforts." Gastrow further notes that the SADC region requires new SARPCCO initiatives which specifically focus on regional organized crime

1.4 LESOTHO - RSA CROSS-BORDER PROBLEM

State security machinery is normally rooted in the military, hence the approach that the RSA government has taken of deploying soldiers at its

borders. However, some border posts are not manned due to unknown bureaucratic issues, and Lesotho is totally surrounded by RSA and people just cross in and out of either country without any proper clearance. This poses a serious security threat to both countries. Better border control should also help in safeguarding lawful trade between the countries and reduce the disruption caused by cross-border and organised crime. There is also a more recent phenomenon of human trafficking that largely involves women and children. Adequate border control measures could only be achieved if proper intelligence is collected and analysed timely and in a manner that will be applicable to its users to counter the threats. Intelligence gathering is any country's priority in safety and security.

1.4.1 Intra and inter-villages impact

Stock theft has created strong tensions within villages and with other neighbouring villages, where people no longer welcome visitors because of fear that the visitors may be spying or are thieves themselves. People are also afraid to share their issues of concern in case they anger fellow villagers who might invite stock thieves to steal their stock. This has created serious mistrust among villagers.

The relationship between neighbouring villages has also soured as they may perceive each other as stock thieves leading to movement between villages becoming difficult. This has created hostility and led to fights over grazing sites and trespassing

1.4.2 Cross-border impact

The Kroon Report (1995) describes the stock theft situation as a regional disaster whereby shepherds experience high levels of victimization in the cattle posts. Cross-border stock theft in most cases results in violence, injuries and fatalities. Cross-border thieves may not distinguish between

stock owners, shepherds and non-stock owners, and terrorize the whole village by stealing animals, raping women, looting and at times killing villagers. This has led to many rural villages being abandoned.

1.4.3 Cross-border civil response

In order to address and prevent the violent occurrence of the uprisings, some communities in the border villages of Lesotho have started co-operating with their neighbouring RSA counterparts. This is done in order to reduce cross-border theft. Kynoch and Ulicki (2001) show that the system is such that community organizations intercept and confiscate animals stolen from RSA from Basotho thieves.

1.5 SECURITY IMPACT

There are concerns over border security and the theft of animals especially in the South African areas sharing borders directly with Lesotho. It has been established that stock theft has taken the barter exchange mode of business, in that stolen animals from Lesotho are traded in exchange for goods such as vehicles, boots, blankets, drugs and guns. Attempts to regain possession of stocks found on each side of the country escalate the problem of violence between Basotho and the South Africans. There were cross-border community uprisings that saw houses burnt and people killed. This is a serious security concern that has led to bilateral meetings between the two countries**.**

1.5.1 State/Government intervention

Cross-border stock theft not only affects Lesotho – RSA relations, since it sometimes involves other crimes such as stolen vehicles and weapons being exchanged for animals. This was taken up by the Southern African

Regional Police Chiefs Cooperation (SARPCCO) which formed a task team to identify ways to approach and reduce the crime of stock theft that has hit the region hard. This led to a course that was held with the aim of improving the quality of investigations pertaining to stock theft within the region (SARPCCO Stock Theft Investigators Course, 2006). This course was intended to give investigators the required skills and legal tools that would apply to and across the member countries. It also exposed investigators to the best practices in the region that can be utilized to influence policies that might help in reducing stock theft.

The SARPCCO Stock Theft Investigators Course (2006) report discusses the formation of Cross-border Crime Prevention Committees that would deal with stock theft and other related cross-border crimes. Police on both sides of the border would monitor and oversee the work of the committees. There would also be bilateral meetings which would focus on formulating ways of reducing cross-border crimes, initiate procedures to be followed during release of recovered stock, and appoint a joint investigation team on disputed ownership of livestock by farmers involved in illegal trade.

1.6 STRUCTURE OF THE REPORT

Chapter one– Introduction

This is the introductory chapter that will provide the background of the study. This chapter will also highlight that stock theft and other criminal activities are not only local, but are regional, continental and global. These will be followed by the problem statement and be followed by the purpose statement.

Chapter Two – Literature Review

This chapter will discuss different theories on crime and crime prevention with a focus on how cross-border crime affects the neighbouring states and

how that could be addressed. Different strategies on community policing will be looked into.

Chapter 3 - Research Methodology

The third chapter will deal with the approach deployed and methods used to collect data. The chapter will also examine the reliability and validity of the collected data.

Chapter Four – Data Presentation

This is where all data collected is presented and explained. Also included are responses from all the interviews and field observations.

Chapter Five – Data Analysis

This chapter will analyse and interpret data that was presented in the previous chapter through different themes and theories. The researcher also makes inputs on the finding and observations.

Chapter Six – Conclusions and Recommendations

Conclusions derived from the findings on cross-border stock theft, the different strategies and the effect of community policing to curb cross-border stock theft are presented. This chapter summarises all the chapters and gives recommendations on strategies that could be considered in future.

1.7 PROBLEM STATEMENT

Stock theft is categorised under serious crimes in Lesotho. In the mid-1990s stock theft cases became violent, people were killed and houses burnt down by the thieves. The worst affected districts were those of Quthing and Qachas'nek in the south of Lesotho. Both these districts share the border with the Eastern Province of South Africa. More recently, cross-border crime is more under control in the Quthing district, but still

rampant and increasing in Qachas'nek. This has created a situation whereby the RSA government has deployed the South African National Defence Force (SANDF) across the border areas of Lesotho.

Many studies have been done in the field of stock theft and recommendations made. However, the researcher is not informed of the role that the police and civil society play in combating and preventing cross-border stock theft. The strategies and resources used by the police to empower civil society in fighting stock theft are not known.

1.8PURPOSE OF THE STUDY

The main purpose of the study is to investigate both the factors that lead to the increase of cross-border stock theft cases in Qachas'nek and also the decrease in cross-border stock theft cases in Quthing. The study will also report on comparisons between the management of stock theft cases in both districts. The secondary purpose will consider different approaches used in the two districts to fight cross-border stock theft. Lastly, the research will recommend strategies for consideration in combating cross-border stock theft.

The research will be conducted in two villages, one village in the district of Quthing and another village in Qachas'nek. Concentration is placed on the period 2004 to 2006 which the author considers as the transition from high and violent levels of stock theft to more peaceful years.

1.9 RESEARCH QUESTIONS

On the basis of the discussions above, the research question to be asked is:

- What are the factors leading to escalation of cross-border stock theft in Qachas'nek?

- What strategies are used to combat cross-border stock theft in Qachas'nek?
- What are the strategies to be considered in combating stock theft in Lesotho?

1.10 CONCLUSION

In the last decade stock theft has been a growing problem in Lesotho. In the late 1990s and early 2000s, the problem became worse and affected the neighbouring Eastern Cape Province in the Republic of South Africa and the southern districts of Lesotho. South African farmers were killed when they came to look for their animals in Lesotho; in retaliation violent cross-border fights erupted that saw Basotho villages being burnt down and many people killed.

After these events, the Lesotho government prioritised stock theft and the stock theft unit was put under the serious crimes unit within the Lesotho Mounted Police Service (LMPS). In the mid-2000s, the Quthing stock farming community presented strategies to fight stock theft; these strategies worked to some degree although stock theft is still a very serious problem in Qachas'nek. It is therefore important to look into what the Quthing community did that the Qachas'nek community could emulate.

Recently the South African government has deployed soldiers across their country in trying to help their farmers against the stock thieves from Lesotho. This problem will also affect the relationship between the two countries which could contribute to serious security issues.

CHAPTER TWO

LITERATURE REVIEW

2.1 CONCEPT OF LITERATURE REVIEW

Hart (1998) defines literature review as, "The *selection* of available documents (both published and unpublished) on the topic which contain information*, ideas, data and evidence* written from a *particular standpoint* to fulfil certain aims or express certain views on the nature of the topic and how it is to be investigated, and the effective *evaluation* of these documents *in relation to* the research being proposed" (Hart, 1998).

Creswell (2003) argues that literature review helps researchers in limiting the scope of the research and only focuses on conveying the importance of studying the subject. Creswell also contends that the literature review relates the study to the larger dialogue about the topic by filling in gaps and extending prior studies. This helps the researcher to establish the links between what is being researched and what has already been studied previously. The importance of a literature review is that it provides the framework for establishing the relevance of the study as well as the benchmark for comparing results of a study with other findings (Creswell, 2003).

Literature review critically looks at the previous research work done on a similar or related topic that the researcher wants to examine further. In simple terms, this may mean work that the researcher has studied or consulted about in order to understand and interrogate the research problem.

The literature review helps in identifying knowledge gaps and assists the researcher to identify the undetected field in the studies being done as the researcher will have to have extensive knowledge about the subject.

2.2 INTRODUCTION

The report on the Lesotho national livestock development study phase 1 of March 1999 showed that stock theft had reached epidemic proportions throughout Lesotho and appeared to be escalating. This statement indicates that stock theft is a national crisis in Lesotho. In the early 1990s the problem of stock theft became worse and it promoted other crimes such as arson and murder. There was also intra- and inter-village fighting. It is within this context that the LMPS categorized stock theft under the serious crimes unit (SCU).

As earlier indicated, Lesotho is totally surrounded by the RSA, and at some places there are no physical structures that prevent free movement between the two countries. This fact has given much room for stock thieves to steal animals in South Africa and send them across the border with ease.

2.3 DEFINITION OF CONCEPTS

The key concepts used in the study will be defined to avoid possible misinterpretation.

2.3.1 Community

Community is defined by Dempsey (1999:33) as any group of people which is likely to have a number of characteristics in common, such as

geographical area, occupation, ethnicity, economic status, shared government, and a common cultural and historical heritage. Moreover, members of a community share interests and lead a common life according to rules, similar characteristics, and identity. A community consists of people living in somewhat close association and usually under common rules and is sometimes also used to mean the general public.

Crawford (1998:157) defines a community as being represented by a set of shared attitudes, bound together by a shared interest or identity. More generally, a community is a social group that shares common elements such as similar living conditions, shared interests, values and goals, similar culture, lifestyle, language and attitudes, a degree of social interaction resulting from living in close proximity, and agreement on methods of social control.

Oliver (2004) concurs that community is the term that refers to a group of people who share three things: they live in a geographically distinct area such as a city or town, they share cultural characteristics, attitudes and lifestyles, and they interact with one another on a sustained basis.

2.3.2 Policing

According to Wilson and Brewer (1995), policing is concerned with diverse arrays of issues and practices. It is a social service created by human beings, rendered by human beings to human beings in an environment shaped by human beings. On the other hand, Stevens; (2003) observes that policing is a means to justice and to the security of individual liberty

2.3.3 Community Policing

Deluca and Stone (1994:85) defines community policing as the desire to bring policing closer to citizens whose lives and property are supposed to

be protected. Community policing can also be defined as a method or way of policing that came about following the changes in policing environments. Community policing requires the active participation of local government, civic and business leaders, public and private agencies, residents, churches, schools and hospitals.

Generally, community policing stresses the importance of active partnership between the police, agencies and citizens in which all parties work together to identify and solve problems in order to improve the overall quality of life.

2.3.4 Crime

Crime is defined as the omission of a duty that makes the offender liable to punishment by law, or a behaviour that is prohibited, as well as behaviour or an act that is required by law (Sullivan, 2002; Stevens, 2003; Crowe, 2000).

2.3.5 Crime prevention

The South African Department of Safety and Security White Paper (1998) states that, "Crime prevention is all activities which reduce, deter or prevent the occurrence of specific crimes. In effect, crime prevention is about stopping crime from happening and it is the major responsibility of the police rather than waiting to respond once crimes have been committed" (South Africa, 1998).

The overall purpose of community policing is to prevent crime effectively through the full involvement of citizens. This may lead to a situation where the citizens of a country feel free to live, move and play in their respective areas without any tension. Crime prevention is an attempt to eliminate

crime either prior to the initial occurrence or before further activity (Lab, 1997).

2.4 STOCK THEFT

2.4.1Root causes of stock theft

The upsurge in stock theft is related to growing poverty in the region. On both sides of the border, mine retrenchments have had serious consequences, sending experienced miners home and denying young men access to wage employment. Not only has this exacerbated household and community poverty, but it has provided willing foot-soldiers for stock thieves. Stock raiding produces further impoverishment, insecurity and suspicion, thus fuelling the escalating cycle of theft and counter-theft.

Stock theft is a crime against property, since in the rural areas ownership of animals is a sign of wealth and strength. Animals like cattle and sheep in the Basotho nation are used for many cultural and social events such as paying *lobola* and for indigenous medical purposes. Some other causes of stock theft are:

- Quick Cash Yield

Stock theft is a lucrative practice with a quick cash yield with a black market value of approximately R2500 per head of cattle. Goats and sheep are easier to steal because of their smaller size.

- Unattended grazing

Changing weather patterns and overgrazing have meant that there is not enough grazing land. As a result, subsistence farmers and households owning livestock allow their animals to wander, often unattended, in

search of suitable grazing land. This makes the animals more vulnerable to being stolen.

- Stock owner negligence

Many stock owners allow their animals to graze unattended, often close to public roads. Some owners leave their cattle in grazing fields for long periods without counting them and stock losses are thus detected long after they occur, making it difficult for the police to investigate such incidents.

- Unmarked livestock

Unmarked livestock are easier to steal because they make detection difficult. Moreover, they make legal processes more complicated and hence, cases relating to unmarked livestock are more difficult to prosecute.

- Linkages with marijuana and firearms

There are syndicates operating between RSA and Lesotho who exchange dagga and barter this for stolen livestock from RSA. Stock thieves are also known to exchange livestock for firearms.

Poor governance and the weak judicial system in Lesotho also plays a role in promoting stock theft. For example, stock thieves know that even if they get caught with stolen stock it will take years for such a case to be finally prosecuted, and the sentences and fines are unreasonably low and not proportional to the damage they may have caused.

2.4.2 Economic and social impacts of stock theft

Dzimba and Matooane (2005) argue that communities perceive stock theft as a significant cause of poverty and also a factor that limits the growth of herds. Historically, donkeys, mules and horses were the basic mode of transport in the rural areas, but due to stock theft they are no longer

available and those that still have such animals fear to lend them out to the needy.

Cattle are used for ploughing in the fields; farmers who do not have animals due to theft are thus unable to plough their fields. Stock theft has led to households headed by women selling their stock to secure scarce resources and meet their basic needs rather than keep the animals as targets for thieves and invite possible injuries or death. Spouses engage in serious conflicts over the sale and retention of stock.

Cow dung is used for fuel in the rural areas, but stock theft has reduced availability and resulted in households resorting to wood for fire, which has led to women and girls spending many hours a day collecting firewood in the forests. This exposes them to the danger of being raped and killed.

Resorting to wood for fuel has led to deforestation that has also caused major soil erosion problems. Studies indicate that the economic status of about 90% of households in rural areas has been negatively affected by stock theft. There are reports of the entire wealth and livelihood of a household being wiped out in one stock theft operation. This has resulted in loss of income from the sale of milk, animals, wool, mohair and hides.

Grazing patterns have been affected by stock theft. Animals have been removed from grazing areas around the borders to the inner land, where high stock densities have resulted in the poor condition of animals and severe land degradation.

Stock theft has affected the culture of the Basotho nation negatively in that lately it is practically impossible to perform some rituals if one does not have the required animals to perform such rituals.

2.5 THEORIES ON CRIME PREVENTION

2.5.1 Crime Prevention through Environmental Design (CPTED) (theory 1)

The NCPS (1996) alleges that the high incidents of crime are due to an environment that provides ample opportunity for crime to occur and where risk of detection and prosecution is low.

This strategy is defined as properly designing effective use of the built environment, leading to a reduction in fear and incidents of crime. The pillars of this strategy are based on naturally occurring controls, natural surveillance, and territorial reinforcement. This strategy uses various tools that evaluate environmental conditions and utilizes intervention methods to control criminal behaviour. The strategy encourages the control of entry into the premises, so that if denial has failed then intrusion must be detected and delayed, and if all has failed then someone has to defend the property.

The strategy is a good one but cannot effectively be run by the state and is relatively expensive. This strategy cannot be applicable in our research as it is mostly applicable in a small-scale environment whereas the research involves the national borders between the two countries.

2.5.2 Transnational Crime Prevention (theory 2)

Controlling movement of people and goods into and out of a country is one of the main challenges facing the SADC region. International and regional syndicates also have an impact on organized and cross-border crime. Since Lesotho is surrounded by RSA the trans-national strategy can only be used between Lesotho and the RSA, although other neighbouring countries would be involved since commodities or criminal benefits could be enjoyed

beyond the Lesotho/RSA borders. The strategy has its main focus on restricting the smuggling of goods across the borders by co-ordinating the border policing and within the SADC region.

The South African National Crime Prevention Strategy (NCPS) of 1996 shows that improving co-ordination between all agencies at the border posts responsible for imports and exports would be an integral part of making the strategy possible. There should also be a regional strategy complementing each country strategy, as this would help in reducing disparities of income in the region.

The trans-national strategy would work properly if the target group is the syndicate operating in the region. The problem that would be faced in applying this strategy in the case of cross-border stock theft is that the borders between Lesotho and RSA are not effectively managed and in some places there are no physical structures prohibiting movement. The strategy could be good but management of the borders including immigration and customs will require strengthening in accordance with relevant laws and the strategy is therefore not applicable for the purposes of this study.

2.5.3 Police and policing (theory 3)

Policing is normally referred to as the arm of government which is charged with the regulation of the affairs of the community in order to maintain peace, law and order, enforce the law, and to detect and prevent crime. The police have powers to arrest and use legitimate force in pursuing their duties. Policing includes many law enforcement departments such as traffic control, uniformed police, and detectives.

Vuma (2011) argues that Sir Robert Peel is credited with the formation of modern policing. He convinced the British Parliament of the need for

organized policing and guided the early development of the police force in London. Through Peel, the role of the London police force was formulated with crime prevention as its primary function. Peel also stated that to enforce laws and exert authority, the police had to first gain legitimacy in the eyes of the public. Vuma noted that preliminary investigations have revealed that the current strategy of policing emphasizes crime control through arrests. Arrests are produced by patrols, rapid response to calls for service, and crime investigation. Police performance is measured through these tasks.

The overall objective of the police has traditionally been perceived to be the prevention of crime through proactive policing or the deterrence value attached to reactive policing. This caused police performance to be measured by the number of reported crimes and the number of people arrested for these crimes.

Policing can be operated under two main forms, namely self-policing and high level policing. High level policing has been described as the situation where the state police officers are involved while self-policing is where the community engages in monitoring its own adherence to the legal and safety aspects of its environment rather than having the state police department of another entity monitoring them.

The theory of police and policing could be applied to the project being undertaken; in fact, this project favours the self-policing approach and not the high policing approach. In self-policing the members of the community take responsibility and oversee that their animals are well guarded and secured, on the basis that an external person would not take better care of someone's property than the owner.

2.6 COMMUNITY POLICING – THEORETICAL FRAMEWORK

2.6.1 Definition of crime prevention

Hughes (1998) defines crime prevention generally as reducing the rate of criminal activity. Hughes also claims that crime prevention is aimed at the reduction of damage caused by acts defined as crimes by the state. Crime prevention includes activities that deter/prevent or reduce the occurrence of criminal activity. Hughes also argues that crime prevention entails any actions designed to reduce the actual level of crime and/or the perceived fear of crime.

Crawford (1998) defines crime prevention as a broad term that encompasses strategies to address the harm and damage that may arise due to crime. It covers fear reduction programmes, as well as policies which seek to give assistance to the victims of crimes, as they address the damaging results of criminality. Crime prevention is aimed at the reduction of the various kinds of damage caused by acts defined as criminal by the state. Smith and Cornish (2003) concur and describe crime prevention as all activities that are concentrated on reducing opportunities to commit crime, manipulating factors such as risk, effort and reward in order to prevent offending. It is also an approach to preventing crime through blocking crime opportunities.

The NCPI (2001) defines crime prevention as being an approach that protects the potential victims from criminal attack, by anticipating the possibility of attack and eliminating or reducing the opportunity for personal harm or property loss. Crime prevention is a way of controlling criminal behaviour and is seen as a direct crime control method. Crime prevention anticipates and recognises crime risks. Crime prevention could also generally be described as the practice of crime risk management.

2.6.2 Strategies of crime prevention

According to Hughes (1998), crime prevention strategies are mechanisms through which crime prevention programmes operate. They are also public and community-based programmes that serve as a planning and management setting through which a range of strategies are developed. Most crime prevention strategies are drawn to stimulate crime prevention attitudes and behaviour on the part of individuals and groups, to work towards physical environment changes, which promote crime prevention.

Some strategies may include preventing crime through the adoption of community policing, making the policing service more accessible to the community, training of police officers and the community, and educating the public at large on their responsibility in crime prevention through a community policing approach.

Sherman and Eck (2002) review the eight hypotheses on how the police can use these strategies to prevent crime. Their reviews also answer questions on what works, what does not work, and what is promising. They outline the review and varieties of police crime prevention techniques as follows:

- **Number of police officers:** Sherman and Eck (2002) claim that hiring more police results in less crime. They state that this view was developed not as a mathematical debate, but that the doctrine was based on the apparent results of several demonstration projects with some empirical results, the level of violence throughout the nineteenth century declined while the number of police increased, and many observers concluded that more police officers do help to reduce crime levels. On the other hand, Evans and Owens (2007) state that various authors have examined the relationship between police force size and crime using cross-sectional data. Conclusions

from these studies indicate that there is little evidence that a larger police force reduces crime.

- **Rapid police response to calls:** The quicker the police arrive at the scene of crime, the more likely it is that the police will arrest the offender or suspect before they flee. This leads to the conclusion that rapid response interrupts the successful commission of crime. Secondly, it serves as a deterrent to potential offenders that they will not be able to commit a crime successfully. Quick response also leads to the successful prosecution of offenders who are caught during the commission of the crime.
- **Random patrols:** Allowing officers to patrol at random and beyond their assigned areas helps police. This is justified by the theory that unpredictability in patrol patterns would create a situation whereby potential criminals do not know where and when police would show up.
- **Reactive arrests:** Like police patrols, arrest practices can be either focused or unfocused on crime-risk factors. Reactive arrests are like random patrols in that they cast a wide net, warning all citizens that they can be arrested for all law violations at all times.
- **Community and problem-oriented policing:** Moore (1992) states that hypotheses about community and problem-oriented policing are less focused than other hypotheses, to an extent that some observers have advised against trying to test them. They both involve far more variations and possible combinations of police activities than the narrow deterrence hypotheses. Crime problems vary so widely in nature that effective policing for prevention must vary accordingly, and arguably require many elements to succeed. Moore also argues that community and problem-oriented policing are often said to be overlapping strategies, and that they actually have very different historical and theoretical roots.
- **Community Policing:** Weisburd and Eck (2004) claims that there has been a major investment on the part of the police and the

> public in community policing over the past two decades. Since community policing involves so many different tactics, its effect as a general strategy cannot be evaluated. They claim that evidence does not provide strong support for the proposition that community policing approaches impact strongly on crime or disorder. Stronger support is found for the ability of community policing tactics to reduce fear of crime, not to prevent it. Police practices associated with community policing have been particularly broad, and the strategies associated with community policing have sometimes changed over time. Foot patrol, for example, was considered an important element of community policing in the 1980s but has not been a core component of more recent community policing programmes**.**

Burger (2007) defines police as the organized civil force of a state concerned with maintenance of law and order, he also states that the word 'Police' as a verb means to regulate, control and to keep in order by means of police personnel or a similar force.

Policing, on the other hand, as discussed by Burger (2007), is "…all those lawful activities whether proactive or reactive, performed by police in the process of providing their prescribed services such as reassuring the public, creating a visible deterrence and executing their law enforcement, crime investigations and public order maintenance".

The Police Act (1998) prescribes the primary role of the police as being to protect the lives and property of all citizens. Stock theft is hence a crime against property and therefore the people have to be protected against this problem. There is a unit within the LMPS that is mandated to manage and reduce stock theft, known as the Stock Theft Unit (STU). It should be noted at this point that the STU's mandate is that of crime prevention. Crime prevention by police, according to Burger (2007), is an '*impossible mandate*' He argues that police can only be proactive in their policing

duties which are short term activities, while crime prevention is a medium to long term activity outside the control of the police.

This theory on Policing may not be relevant to the current research mainly because visible policing is only effective and works best in urban areas and is not applicable in the rural areas. It is also important to note that in order for the police to function properly there needs to be consent from the people. If policing strategies are imposed on people, those strategies may not work.

2.6.3 Definition of community policing

There are many different ways in which community policing is defined. Trojanowicz and Bucqueroux (1994) describes community policing as a philosophy and an organized strategy that promotes a new partnership between the people and the police. They also say that it is based on the fact that both the police and the community have to work together to identify, prioritize and solve local problems such as crime, drugs, fear of crime, social and overall neighbourhood misconduct, with the goal of improving the quality of life within their locality (Trojanowicz & Bucqueroux, 1994).

Community policing is a philosophy that guides police management styles and operational strategies and emphasizes the establishment of police community partnerships and a problem-solving approach that is responsive to the needs of the community (South Africa, 1997). Stevens and Yach, in Vuma (2010) argue that community policing is a policing philosophy or paradigm that specifies a new kind of relationship between the police and the public.

Lab (2004) states that, "it is a diverse set of practices united by the general idea that the police and the public need to become better partners in order to control crime, disorder and a host of other problems [and] ... represents

a fundamental change in the basic role of the police officers, including changes in his or her skills, motivations and opportunity to engage in problem-solving activities and to develop new partnerships with key elements of the community".

Crawford (1998) also suggests that community policing is a philosophy of policing which attempts to define a new kind of relationship between police and public. It improves relations and trust among police and the local community (1998:146). Stevens (2003) supports this view by stating that community policing is a preventative approach through an empowered problem-solving partnership of police and the community to control crime, reduce the fear of crime, and enhance lifestyle experiences of all community constituents (2003).

After considering the different schools of thought from the above authors, one can summarise community policing as a situation whereby the community sees the police not as the enemy, but as other citizens who can be trusted. The police also should view members of the public as citizens and treat them as such, or as customers who should be shown respect and afforded a commitment to service. In general terms, community policing is a policy or an organized strategy that guides police strategies with the aim of achieving a more effective and efficient police service, an improved overall quality of life, creating a state that is conducive to the community through establishment of a proactive problem-solving approach; community and police partnerships; participation of the public in deciding policing priorities; and lastly involving the community in policing activities in order to address the causes of crime and reduce the fear of crime.

2.6.4 Goals of community policing

According to a manual of the South African Police Service, the goals of community policing include exploring new proactive initiatives aimed at

solving problems before they occur or escalate (South Africa, 1997). It is also intended to establish an active and equal partnership between the police and the public through which crime and community safety issues are determined and solutions designed and implemented.

Lab (2004) suggests that the goals of community policing are closely allied to the idea of identifying and attacking the root causes of problems; to reducing or eliminating crime; and to producing an increased feeling of safety and reduced neighbourhood disorder.

The community policing goals suggested in the manual for the South African Police Service (South Africa, 1997) concur that community policing alters the goals of policing to the idea of identifying and attacking the root causes of problems. The community policing programme is judged by reduced crime, elimination of problems on properties, increased feelings of safety and less neighbourhood disorder. The police service provided to a community becomes of a higher quality therefore public satisfaction becomes an important measure of effectiveness. The establishment and maintenance of trust creates an effective community policing partnership and improves the relationship between police and the community. Both the police and the public thus have to keep the peace by peaceful means. It establishes an active partnership between the police and the community through which crime, service delivery and police-community relations can jointly be analyzed and appropriate solutions designed and implemented.

2.6.5 Characteristics of Community Policing

To be an effective community policing environment, there should be a service orientation, an ability to solve community problems, be accountable to the community, and there should be a partnership with the community in which people become empowered.

2.6.5.1 Service orientation

The manual for the South African Police Service (1997) claims that community policing is primarily concerned with promoting the concept of a client-centered service that is effective, efficient and accountable. The police service is a service provider and the community is the receiver of the possible service, meaning that the community is the customer who receives the service of policing. The police are thus obliged to provide a quality police service which is efficient and effective. This, in principle, means that the delivery of a police service recognizes that all citizens will receive an effective police service.

2.6.5.2 Community partnership

The manual for the South African Police Service (South Africa, 1997) community policing encourages a new partnership between people and their police service. Partnership means a co-operative effort to facilitate a process of problem-solving. The main objective of a partnership is to determine, through consultation, community needs and policing priorities and to promote police accountability, transparency and effectiveness. Trojanowicz (1990) states that community policing stresses the importance of active partnerships between police, other agencies and citizens, in which all parties work together to identify and solve problems. As stated in the monograph of the BJA (1994), the police have recognized the need for co-operation with the community in the fight against serious crimes and have encouraged community members to come forward with relevant information. Community policing encourages agencies to develop partnerships with community groups to facilitate listening to the community and to promote constructive information sharing. Lab (2004) says partnerships appear under a variety of headings and involve police in a wide range of capabilities to address specific problems.

2.6.5.3 Problem solving

According to Trojanowicz (1990), problem solving is the process of engaging in the proactive and systematic examination of identified problems to develop effective responses that are evaluated rigorously. It is also an analytical process and strategy for identifying and prioritising in a collaborative manner to solve the specific problems of the community and the causes of such problems (Bullock & Tilley, 2003).

Stevens (2003) states that problem-solving requires a partnership of neighborhood police officers, other government agencies, residents, business owners and their employees, and anyone and everyone with a stake in the quality of life of the community. Moreover, it is the joint identification and analysis of the actual and potential causes of crime and conflict within communities. It also involves conflict resolution and creative problem-solving methods to address problems related to crime, fear of crime, service delivery, and police-community relations (South Africa, 1997). Lab (2004) states that an important element of community policing is that officers identify the underlying causes and contributions to crime, and then jointly seek solutions to these problems.

2.6.5.4 Empowerment

The South African Police Service training manual of 1997 suggests that the creation of a sense of joint responsibility and a capacity for addressing crime will promote service delivery and safety and security amongst members of the community and their police. The community and police personnel are to be educated on community policing to enable all to play a constructive role in the community policing forums and make shared decisions in their respective communities (South Africa, 1997).

Palmiotto (2000) defines empowerment as the processes by which people attain a collective objective and learn about their own personal power. An

empowered community behaves in a way that provides its members with the opportunity to participate in community projects and programmes; it must be the responsibility of the community as to how they use their resources. Sharing of power motivates people to get involved and get the job done.

2.6.5.5 Accountability

Stevens and Yach (1995) defines accountability as being answerable personally for one's actions. As stated in the policy framework for community policing (South Africa, 1997), accountability is realized by creating mechanisms through which the police can be made answerable for addressing the needs and concerns of the community they serve. Police officers must know they will be held immediately accountable for their actions and answer personally for whatever they do if the accountability of police is to be established or realized.

The community is also accountable by providing the necessary information, being responsive to the requests of the police and participating in every aspect of police work (Trojanowicz, 1998). On the other hand, Gaines and Kappler, in Peak (2004) state that accountability also refers to whether or not resources are used for proper purposes and infers that the police are public servants and consequently should provide services that meet public concerns and needs.

2.5.4.6 Sharing power in a partnership

In community policing, citizens are viewed as partners in the process of bringing positive change within the community. As such, they have knowledge and resources that can contribute to co-operative efforts more successfully than police efforts alone. In this framework, safety is viewed as a commodity that is produced by the joint efforts of the police and the community (Rosenbaum, Lurigio & Davis, 1998).

2.5.4.7 Problem solving

As stated by Whisenand and Ferguson (2002), community policing is about how crime and disorder can be reduced in small geographic areas by carefully studying the characteristics of problems in the area and then applying the appropriate resources. More generally, problem-solving is community participation in the identification and resolution of a problem. According to Rosenbaum *et al.* (1998:179), it is the notion that the police and community must work together to identify and solve neighborhood problems. It is also a way to develop the community policing model, whereby officers and the community collaboratively identify problems, develop and implement practical solutions.

2.5.4.8 Geographical focus

Regarding community policing, Whisenand and Ferguson (2002) note that it should be the assignment of a particular officer to be deployed to a specific area over an extended period of time for familiarity and trust to develop. Moreover, if officers are placed in the same geographic area every time they work, they will know the people and the problems in that area and develop a feeling of inclusion. If a police officer is assigned to a specific area for a long period, working with the community in a decentralized way, dealing with its problems and citizens, the officer tends to become a member of that community.

Proactive policing, as discussed by Stevens and Yach (1995), states that in community policing the police are required to become more proactive, and to play a part in educational, social and physical planning in order to promote a safer environment for the community they serve.

2.5.4.9 Ensuring police Buy-in

Police management should assume responsibility to ensure that all police embrace the community policing concept. Members of the police who have the culture of consistently being neglectful or dismissive of the approach should be taught and shown the importance of this strategy. The national crime prevention office should deploy officers throughout the country and not only at the police to signal the fact that this is not the individual responsibility of certain posts but a function of all police officers. Lastly, the police should provide a code of basic performance or service standards to CPC members and the public.

2.5.4.10 Financial sustainability

One fact that poses a serious challenge to the CPCs is a lack of funding. Funding of CPCs, which may include basic remuneration for CPC members, needs to be considered, although there may be implications of financial and social needs to be considered before embarking on such a step. The state cannot be expected to fully fund the CPCs and efforts should be made to get civil society such as local residents and businesses to accept more responsibility for supporting CPCs. Local government could be approached to contribute to the well-being of the CPCs. Other resource provision to CPCs such as vehicles and phones should be commensurate with CPC functions, and the local police should assist. Since the research was conducted in very remote areas there is also a need to find ways of involving business in contributing to the smaller, more remote CPCs in these areas**.**

2.7 PRINCIPLES OF COMMUNITY POLICING

For any strategy to work it should be guided by principles and rules. Community policing also has principles to ensure it is grounded and operational. These principles include, but are not limited to, the following.

2.7.1 Trust between the community and the police

The policy framework for community policing in South Africa deals with the creation of understanding and trust between the police, the community and other relevant role-players that are the pillars for community policing. It also indicates that trust between the police and the community is the cornerstone of effective community policing. Incidents of corruption and abuse of power by police officers can tarnish the image of the police. Community policing gives a name and a face to the police so that residents will feel that the police are people they can trust and work with. Trojanowicz and Bucqueroux (1990) argue that the relationship of the community and the police must be based on mutual trust and respect. Trust reduces mutual suspicions of police and residents. It also provides the foundation that allows the police and community to collaborate, based on mutual understanding and respect. The community policing model requires the creation of mutual understanding and trust between the police and the community. Trust will enable the police to gain greater access to valuable information from the community that could lead to the solution and prevention of crimes.

2.7.2 Change in police culture and in the leadership of the community

Different police organizations have a culture that is fostered through their training and working environment and that is influenced by their working environment. Change is needed and is an important principle that must be

applied before a police organization tries to implement community policing. The training manual for the SAPS for community policing (1997) illustrates change to include:

- Culture: changes in attitude, values and norms. The goal of cultural change is to ensure that all members of the police organization internalize the principles of community policing.
- Strategy: redefines the relationship between the police and the community they serve. It focuses on the type of service that is delivered to the community and the way in which the service is delivered.
- Structure: focuses on the way a police organization is designed and managed in order to reach goals. It involves changes such as recruitment, training, reward or promotion and the establishment of specialized units.
- Management: means that if the police are to change and if community policing is to work, the police will require leaders who have the ability to adapt and change faster than their subordinates.

Lab (2004) on the other hand states that community policing represents a fundamental change in the basic role of the police officer, including changes in skills, motivation and opportunity to engage in problem-solving activities and develop new partnerships with key elements of the community.

2.7.3 Leadership

Peak (2004) suggests that leadership is a process of directing and influencing the behaviour of others towards the accomplishment of objectives. He suggests that leaders serve as role models for taking risks and building collaborative relationships to implement community policing and they use their position to influence and educate others about it. The following are the definitions of leadership by different scholars:

Leadership can be defined as the process of directing and influencing the actions of others (Stevens, 2003). Leadership also implies serving as role models for taking risks, building collaborative relationships, and implementing community policing, inside and outside the organization. Everyone must exhibit leadership within the opportunities and limits of his or her role and position to influence and educate others about community policing.

2.7.4 Decentralized and police centric service

In the implementation of a functioning community policing system, police administration should develop a system whereby there will be a person who will act as a direct link or contact between the police and the community. This could be by establishing a police community relations office. According to Trojaniwiz and Bucqueroux (1994), the police make contact with the people they serve in a defined area to provide an effective and efficient community police service. It is recognised that the police cannot impose order on the community from outside but that people must be encouraged to think of the police as a resource they can use in helping to solve contemporary community concerns. Community policing is thus a commitment to provide a decentralized and public-oriented service to the community. Community policing should assign officers to a fixed geographical area and retain them there for a certain period of time.

2.7.5 Equity

Trojanowicz and Bucqueroux (1994) argue that the principle of equity in the delivery of a police service should be recognized and that all citizens should have access to an efficient and effective police service regardless of race, gender, ethnicity, religion, beliefs, income, sexual preferences and other differences.

2.7.6 Immediate and long-term problem solving

Trojanowicz and Bucqueroux (1990) show that in community policing, police respond to calls to make arrests, but go beyond this arrest and develop or monitor a long term initiative that can involve all elements of the community in an effort to improve the overall quality of life. Police mostly need to identify the root causes of problems and respond to them. On this issue Oliver (1998) states that:

"*In community policing the proactive approach to crime and social disorder gains its rightful place. It also needs an anticipation of possible crimes and possible threats to social disorder, crime trends and patterns, demographic realities, social economic and social problems and their impact on crime, and that social disorder are analyzed in good time. Areas of priority are identified and joint strategic plans drawn up with inputs from the community*".

2.7.7 Ethics legality and responsibility

Community policing implies a new contract between police and the citizens they serve. This contract is one that offers the hope of overcoming widespread apathy, while controlling the action or behaviour of vigilantism and restraining any impulse towards it (South Africa, 1997; Trojanowicz & Bucqueroux, 1990).

This new relationship is based on mutual trust and respect and suggests that the police can serve as a catalyst in challenging people to accept their share of responsibility for their overall quality of life. Moreover, there should be a shared responsibility and decision-making as well as sustained commitment from the police and the community with regard to safety and security needs (Trojanowicz & Bucqueroux, 1990).

Karen *et al* argues that, "community policing is a philosophy of full service personalized policing where the same police officers patrol and work in the same area on a permanent basis from a centralized place working in a proactive partnership with citizens to identify and solve problems" (Karen, Henry & Wrobleski, 2006).

Rosenbaum (1994) describes community policing as a new orthodox for the police, which is simultaneously ambitious and ambiguous. He states that community policing means addressing the relationship between the police and the public; this would therefore address the underlying community problems leading to a better life for the community. He concludes by showing that community policing has gained popularity in recent years.

Looking at the current situation, this theory cannot work as people being policed have lost trust and hope in the services provided by the police and the general justice system in Lesotho. A high level of corruption and cases not being prosecuted has contributed significantly in this regard.

Van Rooyen (2005) on the other hand defines community policing as a philosophy and strategy based on a partnership between the community and the police to find creative solutions for contemporary community problems, crime and other crime-related matters. He explains that community policing is an interactive process between the police and the community to identify and resolve problems, and that "Community policing is also referred to as democratic policing, community-oriented policing, community-based policing, community-oriented or even community-supported policing".

The theoretical framework of this paper is based on Van Rooyen's theory of community policing, and indicates that community policing involves people who are the victims of crime, people who are affected by crime, and possibly the suspects themselves.

2.8 CONCLUSION

From this literature review one can conclude that community policing could be a major breakthrough if used in the fight against crime within the community. Stock theft has serious consequences in economical and sociological terms, and more seriously in the security of the people. Stock theft, coupled with decreasing agricultural production and increasing unemployment, deepens poverty at the household and community level. Escalating stock theft and related violence have profound social consequences, bringing fear and insecurity to ordinary people. People are abandoning their villages and migrating to towns and to South Africa to look for work. Furthermore, community relations have become very bad as there is no trust within villages.

Prevention efforts should involve some cross-border co-operation between villages to apprehend thieves and return cattle, but these efforts require a high level of trust and co-operation within the community. If there is no co-operation, this often leads to vicious reprisals from stock-theft syndicates.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The research methodology refers to a collection of techniques and methods that include assumptions and values regarding their use under specific circumstances, for instance, qualitative, quantitative and participatory action paradigms (Coetzee, Graff, Hendricks & Wood, 2001). It is therefore necessary to distinguish between methodology and methods as the two are closely related but distinct. Methodology is a broader issue that encompasses methods. Henning (2004) describes methodology as more than a collection of methods, but as being about reasoning what their value is and why they have been chosen. The research methodology focuses on the process and the kinds of tools and procedures used.

Research methodology also refers to a coherent group of methods that complement one another and that have the goodness of fit to deliver data and findings that reflect the research question and suit the research purpose. The data collection methods and analysis form part of the research methodology because the researcher has visualised them in a certain way and has ensured that they are compatible. Methods, on the other hand, refers to the means required to execute a certain stage in the research process as research method. In this case, the research methods can be classified as sampling methods, measurement methods, data collection methods, and data analysis methods. Coetzee *et al.* (2001) define methods as sets of specific techniques for selecting cases, measuring

and observing aspects of social life, gathering and refining data, analysing the data, and reporting on results.

The study will be based on field work and identifying the relevant stakeholders. The study will be conducted with different police authorities who have a role in stock theft and crime prevention co-ordination. Moreover, the field research will be conducted at the border villages as the area which had been identified by the researcher and the relevant stakeholders from that community were identified.

3.2 QUALITATIVE METHODOLOGY

The research work will follow a qualitative paradigm. This is because it only focused on a small group of people with the necessary knowledge about crime prevention strategy and the crime of stock theft. Clapper (2004:37) defines a qualitative approach as an inquiry process of understanding a social problem or human problem. This is based on building a complex picture, using words conducted in a natural setting.

Qualitative approach helps the researcher to collect more information from a small group of people. Neuman (2006) believes that qualitative researchers often rely on interpretative or critical social science. He continues that the qualitative researcher emphasises detailed examination of cases that arise in the natural flow of social life.

Qualitative research also tries to present authentic interpretations that are sensitive to specific socio-historical contexts. Creswell (2003) contends that qualitative research takes place in the natural setting. This means that the researcher has to go to the site of the participant to conduct research. The visiting of the site by the researcher would enable them to develop a level of detail about the individual or place and to be highly involved in the actual experiences of the participants.

Hancock and Algozzine (2006) argue that the qualitative approach may require individual interviews, focus groups, observations, a review of existing documents, or a combination of these. The primary objective in qualitative research is to understand the situation under investigation basically from the participants as opposed to the researcher's perspective. The researcher is the primary instrument for data collection and analysis in qualitative research, and must spend a significant amount of time in the environment of those being studied.

Babbie and Mouton (2001) contend that the qualitative researcher's emphasis on studying human action in its natural setting and through the eyes of the actors themselves, together with an emphasis on detailed description and understanding phenomena within the appropriate context, already suggested what type of designs will be methodologically acceptable. Babbie *et al.* (2001) continues to argue that qualitative research design shares the following features:

- Firstly, a detailed engagement and encounter with the object of study. Secondly, by selecting a small number of cases to be studied.
- Thirdly, an openness on sources of data.
- Fourth, flexible design features that allow the researcher to adopt and make changes to the study where and when necessary.

3.3 RESEARCH APPROACH AND DESIGN

The research will be approached as a comparative case study. Creswell (2003) argues that a case study is an in-depth exploration of a programme, an event, an activity or a process. He also contends that the case study is bound by time and activity and the researcher collects detailed information using a variety of data collection procedures over a sustained period of time.

The advantage of a case study is that it stimulates one to understand some complex issues that need to be explored. Yin (1994) argues that a case study allows an investigator to retain the holistic and meaningful characteristics of real-life events, such as individual life cycles, organizational and managerial processes, neighbourhood change, international relations, and the maturation industries. Case studies are also designed to bring out the details from the viewpoint of the participants by using multiple sources of data. Most case studies involve the examination of multiple variables and as a result the interaction of unit of study with its context is a significant part of the investigation. Neuman (2011) shows that comparative research examines one or two particular cultures in depth. The advantage of this type of research is that it reveals aspects of social life that are general across units and cultures, as opposed to being limited to one unit alone. The other advantage is that in comparative research, researchers detect hidden assumptions and values until the concept is applied for different setting. Neuman also argues that comparative research can eliminate or offer alternative explanations for causal relationships; however, this type of research is the most difficult. Pentti (2007) describes comparative research as a research methodology that aims to make comparisons across different groups or cultures. Situations being investigated should be similar in some respect but should have some differences; these differences become the goal or focus of the research.

On the other hand, Brislin (1976) says that comparative research is the act of comparing two or more things with a view to discovering something about one or all of the things being compared. This technique of research uses many approaches to study a single paradigm.

Comparative studies are normally used in quantitative research analysis; however, this paper will use the comparative analysis for the qualitative research. The general method of comparing things is the same for

comparative research as it is in the everyday practice of comparison. Like cases will be treated alike, and different cases will be treated differently.

In conducting this research the researcher has two participating groups. Initially these two groups had the same problem of stock theft; one group has overcome this problem while with the other group the problem of stock theft is escalating. Geographically these groups are situated in a similar environment in that they share the border with the Eastern Cape Province of South Africa.

The researcher was to some extent directly involved and participated in the field work or operation to curb and fight stock theft; this means it was also participatory action research (PAR).

3.3.1 Participatory Action Research

Participatory action research is a way of collecting information that will reflect the experiences of the people or community directly affected by the issue in question. It requires those affected by a problem to participate in planning, carrying out, analyzing and applying the results of the research. The growth and development of the participants is also an important part of the desired outcome. This method is initiated by the organization of interest and engages researchers that share control of the social process design with participants in the organization.

The research approach is jointly designed through discussions between professional researchers and active participation by some members of the organization. PAR acknowledges that people affected by a problem are in the best position to understand and suggest solutions. Local and experiential knowledge are valued. Participants carry out the data collection and analyze the results. The researcher cannot have tight control or an agenda in terms of research topic or design, but does need to be in a

situation where the problem is relevant and important to participants, and uses credible methods.

When situations are complex and there is no clear line of inquiry to follow, PAR can contribute to advancing theory and knowledge along with achieving practical results. Since PAR is participant-centred the researcher feels the same effects and knowledge as other people involved in the research. This enables researchers to gain relevant knowledge during the process which encourages creative surprises. This leads to new understandings by integrating ideas across disciplines that are typically isolated from each other to solve problems. These advances can contribute to major organizational changes along with advancing theoretical understandings across multiple disciplines.

3.4 DATA COLLECTION

As indicated earlier, the researcher will have direct observation and involvement in an ongoing operation, where data will be collected from the participants through interviews and document collection.

3.4.1 Primary data

The primary data is obtained by interviewing the different stakeholders in the fight against stock theft. Firstly, police officers commanding the stock theft unit in the two districts being studied were interviewed, as these are the people responsible for prevention, investigation and all other stock theft related issues within their respective districts. They also keep statistics relating to stock theft. The officer commanding the stock theft unit in Quthing was relatively new in this role and was never involved during the time when cross-border stock theft was a real threat in the district. The researcher was then referred to the officer who was

commanding stock theft unit around 2006; a telephonic interview was arranged at this point since he was located some distance away.

The chairman of the Quthing anti-cross-border steering committee and two members of the stock theft prevention committees in Qachas'nek were also interviewed; these are the people that work together with villagers and police, and they receive information on stock theft and relay such information to the police for action.

The National Commander of the Stock Theft Unit at the police headquarters was also interviewed. The office of STOCKPOL is responsible for co-ordinating all the activities involving stock theft in the country. It is also tasked with the responsibility of formulating policies that would combat stock theft.

The National Co-ordinator of Crime Prevention in the LMPS was approached to explain their role in helping the community to prevent crime. The role of this office is to oversee that crime prevention committees are trained and that they work according to the policies.

The chiefs of the villages were interviewed but showed less interest in the issue, explaining that they have been stripped of their power by the newly formed local government system which was recently introduced in Lesotho.

The primary data collected is of great importance because the researcher interviewed some of these people while practical work was being done, and this also helped the researcher to have better access and gain deeper insight into the dynamics of community policing. It also helped in establishing a certain degree of trust and understanding from the villagers.

3.4.2 Secondary Data

The secondary data was collected from the documents of the office of the national crime prevention officer, which detailed how crime prevention committees were trained and how they were expected to act whenever there was a situation when they needed to work or when they needed police assistance. All other legal references which resulted in the establishment of the crime prevention strategy were also used. Other sources were the Lesotho Constitution which sets out human rights and which also states that there are no absolute rights. The Lesotho Criminal Procedure and Evidence Act outlines the powers of private persons to arrest and the Police Service Act of 1988 outlines police duties and powers.

The secondary data was collected from the literature which talks about crime prevention strategies, community policing and stock theft from the case study on Stock Theft and Human Security in Lesotho.

3.5 SAMPLING

The study utilised the snowball non-probability sampling technique. This method works as a referral from the informant to the other person who knows about the situation. Since PAR was also engaged, police commanders of the operation had to direct participants to the people in the villages with whom they work. The referral process worked well in this particular case because it allowed the participants to reach the right people at the right time. The other advantage of non-probability snowballing is that it saves time and is also convenient in that it allows the researcher to meet the respondents who have knowledge and facts of the problem being investigated. The identified individuals with the required knowledge from the LMPS and within the community are selected and interviewed. These people may include those individuals who are inherently involved in the

crime prevention initiative. However, the representativeness of the research is highly compromised in this method.

3.6 DATA ANALYSIS

Mouton (2001) describes data analysis as the breaking up of data into manageable themes, patterns and trends in determining the relationship between variables and themes. Data should be analysed so that it gives meaningful and understandable information. The researcher interprets and redefines what the respondents have stated.

Neuman (2011) argues that data analysis is a search for patterns in data, recurrent behaviours, objects, phrases or ideas. The pattern once identified is then interpreted in terms of a social theory or a setting that has occurred.

The researcher in this case will look at the data collected from the two groups, look at the similarities and differences and try and explain why the problem still persists in Qachas'nek whereas it has been solved in Quthing. Analysis of a comparative case study is very challenging as there have not been any strategies and techniques previously defined for the different scenarios.

3.7 VALIDITY AND RELIABILITY

According to De Vos (2002), validity relates to the ability of the instrument to measure what it has set out to measure and also relates to the accuracy of the measuring instrument. The validity and reliability of any study could be tested by asking a similar question of different people, and if the response to that question elicits the same answer then one can conclude that the information relayed is valid and reliable. This method is normally

referred to as triangulation. Neuman (2011) defines triangulation as a better way to look at something from several angles than to look at it in only one way.

After observations were made in the field by the researcher, one-on-one interviews were held with individuals where structured questions would be asked. This was very helpful as the researcher was in a position to know the truthfulness of the answers being given. However, this was done while observing the ethical issues and privacy of the interviewees.

3.8 RELEVANCE AND JUSTIFICATION

Dzimba and Matooane (2005) claim that stock theft in Lesotho has become a national crisis. The National Livestock Development Study Phase 1 report of March 1999 showed that stock theft reached epidemic proportions throughout Lesotho and appeared to be escalating. Stock theft presents a challenge to the consolidation of the fragile democracy in the Kingdom of Lesotho as it impoverishes people and causes conflicts within and between villages that in turn threatens stability. In cases of theft of the livestock, the owner loses all the economic value of livestock and is left destitute. This affects the entire household, the community, and the country. Stock theft in Lesotho has been a serious socio-economic problem for a long time. Policies and statutory laws have been enacted but this problem still persists. It is therefore important to look into factors that could be fuelling this problem and attempt to propose possible remedies. This paper seeks to understand the social and economic roots and impacts of cross-stock theft. Such an analysis is a vital first step towards the resolution of the conflict since it shows not only why violence occurs and who stands to benefit, but the analysis will also help to understand the extent to which the existence of an international border is implicated in the cycle and counter-cycle of violence.

Gary and Ulicki (2005) show that the stock theft epidemic became more widespread, organized and violent in the 1990s, whereby about 71% of the Basotho stockowners reported their stock stolen since 1990, many of them more than once, while over 40% of stockowners say they are without animals because of stock theft. They also indicate that since 1990, 85% of stockowners in the border villages have lost animals to thieves as compared with 49% from villages located at a distance from the border. Shepherds from border villages also report a higher rate of victimisation (83%) than those further removed from the border (50%).

Dzimba and Matooane (2005) argue that most cattle and sheep are stolen from cattle posts where they are guarded only by shepherds, that stock is sometimes taken from village kraals, and on some occasions the whole village is attacked and all the stock driven off. Villagers in villages close to the RSA borders rate stock theft as a serious problem.

Though it is not a source of conflict, the Lesotho-South African border plays an essential role in the organization and impact of stock theft. There are significant differences in vulnerability and impact between villages close to the border and those further inland.

3.9 LIMITATIONS OF THE STUDY

Even though the operation is planned to last for three months, the researcher will participate only from mid-July to mid-August, approximately four (4) weeks. The timing of the operation may not be very favourable to stock farmers as it is the time for cultural festivities such as initiation of boys, and stock theft is normally rife. It is also the usual time for sheep and goat shearing. Another limitation could be non-co-operation from these farmers as they are normally angry towards the Police and some government structures, claiming that the government is doing nothing to protect them and their stock from thieves. The question they

normally ask is how they are going to be assisted after answering the questions.

The precinct of the study area could also be a limitation to the study; the two villages are about thirty-five (35) kilometres apart, connected by a poor quality gravel road.

Working with the police can sometimes be very frustrating, and the fact that they knew that there was a researcher within them was not acceptable to some police officers even though there was permission obtained. There is a police culture of secrecy that persists and at times there would be arguments between the police and civilians as to how things "should be" rather than how "they are".

Due to safety and security reasons and that the study was going to be conducted only on the Lesotho side, this might not be a true reflection of what actually is happening. It would also be useful to know and understand how the people on the other side of the border react to these challenges. However, a telephonic interview was conducted with the main person behind the strategy of reducing stock theft in Quthing.

3.10 ETHICAL CONSIDERATIONS

Vermeulen (1998) believes ethical values are basic requirements for any research. He also believes that participants in research projects have the right to remain anonymous, as well as the right to expect that their personal information be treated confidentially. The people interviewed were asked whether they would like their names to be published; some had a problem with this while others did not have a concern.

The issue of cross-border stock theft has been a painful experience for many people that have been affected. In some cases, some villages were

exposed to violent fights while they tried to save their animals from thieves, and in other instances families were left with practically nothing overnight due to stock theft. In carrying out this work, the researcher has to bear in mind to respect, understand and carefully assess any interviewee so as to avoid upsetting them. The integrity and confidentiality of all information found will be respected.

3.11 CONCLUSION

From the chosen research method and design, sampling and collection technique, the data received was adequate to address the problem and answer the research questions. Since this is a participative comparative study, it only focused on two areas — one where the problem of stock theft was still rampant and one where stock theft was not a problem anymore.

Proper channels for obtaining all the necessary information were followed, and the verification and validity of information given was tested through other interviews, while also observing ethical issues in research projects.

CHAPTER FOUR

RESEARCH FINDINGS

4.1 INTRODUCTION

This chapter deals with the overall summary of the responses given by the people interviewed. These will be the primary sources, namely the police officers and the members of the crime prevention committees. The researcher also intends to provide observations taken from the field while in action. The secondary data obtained from police records will also be put forward in this chapter.

It should be noted that since this is a comparative study, data will be presented for two (2) different scenarios. The first scenario will be the Quthing district where cross-border stock theft has been greatly reduced. The second scenario will be the Qachas'nek district where cross-border stock theft has risen and often become violent. Data will be presented under different sub-headings or sections as follows:

- Section A – Researcher's interview with the CPCs and general discussion with community members.
- Section B – Interviews with police officers commanding stock theft divisions at district level and the officers who pioneered the cross-border stock theft project.
- Section C – Interviews with senior police officers at strategic positions and stationed at police headquarters.

The data presentation will be done in a way that tries to answer the three thematic issues on strategies and methods used by police and civil society, resources needed, and what future strategies could be deployed.

The researcher also had a chance to interview local chiefs and their responses will be included under Section A due to the fact that the chiefs were very unhappy that the newly formed local government structures have taken away their powers. Unfortunately, local government officers said they did not have anything to do regarding stock theft.

4.2 SECTION A

This section will focus mainly on the interviews held with the CPC executive members in the villages visited, and also the general views of the community members that interacted with the researcher.

4.2.1 Lesotho – RSA Political Background

Lesotho gained independence from the British in 1966 and only enjoyed democracy until 1970.After losing the elections in 1970 the ruling Basotho National Party (BNP) declared a state of emergency, thus creating a one-party state until 1986, when the military overthrew the government. The Lesotho Defence Force then took power and prepared the country for democratic elections that took place in 1993.

During the period 1970 to 1986, many Basotho fled the country and sought refuge in neighbouring RSA, and as these people fled the country they left behind their livestock with people in their villages who would take care of them.

In 1993 Lesotho held a democratic election which saw the Basotho Congress Party win. Many people who had fled the country and had already built new homes in RSA came back to Lesotho, some of them with the hope that they would reclaim the stock they had left behind. Many stories emerged that their animals had died or had been stolen. This was a painful experience. It should be noted that some of these people were trained liberation soldiers for the Lesotho Liberation Army and were armed.

As in the case of Lesotho, RSA had been ruled by the apartheid government until 1994 when the first democratic elections were held. Similar to Lesotho, RAS people who were living in Lesotho before 1994 had livestock to sustain their lives, and as they left for RSA after the elections they left their animals behind, mostly because they had to process proper ways of exporting them into RSA. As they came back for their animals, they were told their animals had either been stolen or had died. Some of these people were also armed.

These facts are the reasons why the violent cross-border stock theft started in the late 1990s between the Eastern Cape and the Southern Lesotho districts.

4.2.2 Strategies and methods used by police and civil society

4.2.2.1 Quthing District

Village - Dalewe

In recent years the Quthing area enjoyed relative peace with regard to stock theft. The researcher spent two days in the village of Dalewe that shares the border with Mount Fletcher in the Eastern Cape. This area is remote and only accessible with a four-wheel-drive vehicle. The border area is only accessible on horseback or on foot. The cattle posts of both

small scale farmers in both countries are in these mountains where there is no indication of boundaries. There are also large farms on the RSA side which are accessible by thieves on foot.

The chairman of the CPC in this area explained that in the late 1990s they took it upon themselves as the community to fight cross-border stock theft. This was after about sixteen Basotho men had been killed while in the RSA looking for their lost stock. He noted that as he was the victim of cross-border stock theft he went into the neighbouring villages in RSA and asked for a meeting that would be held in the mountains bordering Lesotho and RSA. This meeting took place and the two parties agreed to elect the CPCs that would take up the duties of co-ordination. It was also agreed in that meeting that the second meeting would be held in a months' time and the SAPS and LMPS should be invited.

The second meeting was held where SAPS was represented but LMPS was not present. It was agreed that the CPCs' main duty was to exchange information when suspecting any cross-border theft. It was also agreed that suspects should be arrested and handed over to police while stock would be confiscated, and if identified be given back to the lawful owner. On two occasions the Dalewe CPC was successful and suspects were arrested and handed over SAPS, livestock confiscated and handed over to the lawful owners through the guidance of SAPS, even though the livestock was found in Lesotho. This did not go well with the LMPS and on the third arrest that the CPCs made, the chairman of the CPC was arrested by LMPS and was charged for unlawful extradition. The Dalewe community, together with their RSA counterparts, insisted that whatever the LMPS were doing to discourage them from fighting cross-border stock theft, they would not stop from operating the way they did. Bail was paid for the arrested chairman and the case has not been prosecuted to date. After being released on bail, the chairman then engaged different stakeholders such as the business people in that area and church leaders to assist in the

fight against cross-border stock theft. The LMPS eventually conceded and started working together with the CPCs.

On the issue of resources, the CPC chair showed that at the second meeting, where SAPS was represented, SAPS donated communication equipment. These consisted of four two-way radio transmitters, together with their batteries and solar panels. These were given to the four villages within the area and every morning at 0800 the village representatives would call the chairman who would then communicate with his counterpart in RSA and then report to the SAPS. This was the only assistance they received, but this was not acceptable to the LMPS and at one point these communication sets were taken from them by the LMPS.

Currently the Dalewe community is using the community kraal for safe-keeping of their stock. Every household that has animals uses this kraal and there are night patrols by village men. With this strategy working they do not need any change in future. They only need to strengthen the relations with their RSA counterparts by holding their (currently) annual feast more often. Each year there is a celebration in the form of a feast to celebrate the good relations between the two communities. These feasts are held interchangeably each year, most recently in Dalewe in November 2012. The researcher had the privilege of attending this celebration.

4.2.2.2 Qachas'nek District

Unlike in the Quthing district, Qachas'nek is still experiencing the problem of violent cases of stock theft. The researcher spent three days in two villages. Initially the researcher had planned to visit one village in the Quthing area and arrangements had been made to visit one village, but as the researcher interacted with the police and the members of the public, there arose a need to visit another village. The reason was '*that the community felt that the police should visit the village where the Headman*

together with his son had been killed by known men from the neighbouring RSA village'.

Geographically, the two visited villages are similar to the one visited in the Quthing area; however, these villages share the border with Maluti in the Matatiele area. The chairpersons of the CPCs in these villages were the people interviewed. It should be stated that in this district even the chairmen who agreed to be interviewed were clearly scared and they were not very willing to talk, their main problem being the fear of being victimised by the police and thieves.

Qachas'nek - HaMakoae and ha Rankakala

The two chairmen of the CPCs in these villages basically had the same problems, namely no co-operation from the police. They stated that they were mostly harassed by people from the neighbouring Maluti and Macoba villages, and they were also the victims of the police who would come and invite them to form crime prevention committees, but after a while as they gave the police information they would become known to the suspects. These people stated that the CPCs are just there by name and are practically doing nothing to protect their livestock. Furthermore, they fear for their lives as the thieves are armed with rifles and big guns. They show that the formation of the CPCs was brought about by a former district commander who would visit and encourage them to work but the current police district administration is not supporting them or even giving them direction and guidance to perform community policing.

In general discussion with these men, the researcher found that the people in these villages had lost all hope in the Lesotho criminal justice system, starting with the police, the prosecution of cases that involve stock theft, and the courts of law. They also did not leave out the shortfalls within the Stock Theft Act. They claim there is no proper monitoring of stock ownership. The other problem that they put forward especially when they faced cross-border theft was the different laws governing searches in RSA.

On the issue of resources the people of the two villages clearly indicated that they have never been offered any help from the LMPS. They relied solely on their personal cell phones and airtime for communicating with the police. The problem of communication was that they also relied on the RSA telecommunications networks as the Lesotho telecommunications in their area was very poor. From this they suspected their communication was intercepted by the RSA people and hence their operations always failed. The CPC in the Qachas'nek districts have never been trained by the police, and the chairmen only had a formal meeting with the police on one occasion when they were advised to form the committees.

Currently there is no strategy in place for the prevention of stock theft in the villages visited nor in the district at large. The CPCs are there only as skeletons as they are practically inactive. Each and every farmer has to look after his or her animals. This makes them very vulnerable. The people on the ground suggested that there should be community kraals in their area but the mistrust between the villagers caused that project to fail. The people interviewed reiterated that they wish to see the revision of the Stock Theft Act to make it more practical and clarify the regulations.

4.3 SECTION B

This section will give an insight as to police involvement in combating cross-border stock theft while working together with other stakeholders such as the community.

4.3.1 Quthing police

The officer commanding the stock theft unit (STU) is relatively new in this unit and is a Sergeant in rank. However, the discussions with the

researcher revealed that stock theft is not very rife in the area, as was previously the case. Normally the person to head such a unit would be of the Inspector rank or above. He told me that they have built good relations with the communities in the RSA areas and they hold bilateral meetings to discuss issues regarding stock theft.

He also highlighted that the unit works well with the local CPCs; there were weekly police patrols together with the members of the CPCs into the mountainous areas. This, he said, was a way of motivating the CPCs and making sure that they worked together.

The officer commanding Quthing STU then referred the researcher to the former STU commander who is now stationed at Thaba-Tsaka police station as he knew about the evolution and how the current situation had evolved. A telephone interview was conducted. He narrated the story the same way as the chairman of the Quthing CPC did. He also informed the researcher that the formation of the National Cross Border Committee (NCBC) was formed and bilateral meetings were held monthly. Stock theft cases that were reported at his station decreased by about 70% between 2004 and 2006 while he was commanding that office. He also commended the SAPS for the resources they had provided to the Dalewe community, but stressed that the LMPS was not doing enough to assist the community to fight stock theft. He also mentioned that the community only received formal community policing training after a long delay by which time they were already practicing it.

4.3.2 Qachas'nek police

The officer commanding STU in Qachas'nek is an inspector in rank, who has been working in the stock theft unit for the past ten years. He starts his interview by sharing his personal experience in the field of stock theft and policing in the rural areas of Lesotho. Unless the governments in both

countries treat stock theft as a very serious crime, the problem will continue to persist. He claims that the main problem is the non-co-operation of the communities on both sides of the border. The fact that there are no physical barriers between the two countries also helps to escalate the problem. The laws governing theft of stock in both countries does not help in curbing stock theft.

In responding to the role that the police play in fighting the problem of cross-border stock theft, the inspector showed that they normally hold public gatherings to train the local community on community policing. However, he indicated that there are a lot of challenges experienced with the community. There is no co-operation as some of the herd boys do not report incidents of stock theft and they are extensively in the mountains which makes it very difficult to monitor. The trained CPCs are not executing their work properly in fear of victimisation and therefore these CPCs are not functioning.

Qachas'nek STU always invites the Lesotho Defense Force (LDF) to assist them through the use of helicopters to search for lost stock. However, even if recovered it is very difficult due to topography to drive livestock home. Even if these animals could be driven home the owners do not normally come forward to claim them as these villagers claim that the ruthless thieves will come and collect them. Lastly he showed that as STU officers they have never been trained in community policing properly in order to train the CPCs.

The STU commander, however, showed that the only solution for the future in their district was to engage the two governments and have physical structures built at the border, and that laws against stock theft should be stricter.

4.4 SECTION C

In this section, the researcher involved the members of the LMPS who are deployed at the police headquarters where the national policing plan and strategies are formulated. The intention was to obtain insight into what the LMPS policy is towards stock theft. It was a difficult situation for the researcher to get information out of these officers and the researcher had to use his personal experience as a former police officer to elicit information The officers interviewed were the national crime prevention co-ordinator and the national stock theft c-oordinator who is normally referred to as 'Stockpol'.

4.4.1 National Crime Prevention Co-ordinator

This office is headed by an officer of Inspector in rank. He described the mandate of his office as being, among others, to co-ordinate and oversee all crime prevention activities throughout the country in partnership with the public, which includes training of the CPCs. In doing his work, this office is guided by the "Lesotho Community Safety and Security Project" which provides guidelines for how the police and the community should interact. This has been made possible through funding from the British government through its Department of Training and Development Institute (TADI). This project started as pilot project that but has been sustained up until today.

The main objectives of the office of the crime prevention co-ordination office are to improve the quality of life of the people of Lesotho by reducing crime, to improve the effectiveness of the police service in Lesotho, and to promote constructive community and police communication and co-operation in advancing community safety.

When training the CPCs, the office tries to empower the community and improve the community confidence towards the police. The office also focuses mainly on social crime prevention, human rights, CPCs and the law, and also gender issues on policing. The office had to assist CPCs in identifying prevailing crimes in their area and advise how they could be tackled; they also train the members of the CPCs on crime prevention strategies and introduce them to self-sustaining projects.

On the issue of training the CPCs in the districts of Quthing and Qachas'nek, it was seen that in rolling out the project, from the pilot stage to a national operating strategy, a work plan has been in place and thus far only the Quthing CPC and the Sekake CPC in Qachas'nek have been trained. The Sekake CPC has been trained because the area is normally used as a route for stolen stock to reach other places. He also showed that in the Quthing area their training is now at level four, according to their plan, which is the monitoring and evaluation stage. The area is visited on a regular basis and the CPCs' performance is good. However, they have not been able to train the CPCs in Qachas'nek.

4.4.2 Stockpol

This office is headed by a Senior Superintendent, who has about thirty-three years' experience in policing. The researcher having met so many officers commanding units, this was the highest in rank and the most experienced officer. He started off by giving the background of the stock theft problem between Lesotho and RSA as has been discussed in earlier chapters. He also made it clear that this problem could not be overcome unless the people in these areas understood the importance of community policing. He commended the Dalewe people for taking up this issue on their own and making it work. Much of the stockpol's interview was on the recommendations and future developments on how cross-border stock theft could be solved; this will be explained further in the next chapter.

During the interview with stockpol, the researcher requested to be issued with statistics showing the magnitude of stock theft in the two districts. The researcher was then referred to the police returns and statistics unit where the figures were found and were endorsed by the stockpol. The available data that stockpol provided through the office of LMPS crime statistics for the two district from January 2009 to August 2012 is presented in the table below.

Table 4.1: Stock Theft Statistics for Quthing 2009-2011, and to August 2012

Month	**2009**	**2010**	**2011**	**2012**
January	74	18	0	0
February	15	15	0	0
March	3	19	8	0
April	8	7	2	1
May	0	23	9	10
June	4	54	18	0
July	12	12	6	1
August	10	3	22	0
September	4	2	8	-
October	1	1	1	-
November	55	0	0	-
December	7	0	0	-
TOTAL	**193**	**154**	**74**	**12**

Source: LMPS crime statistics

Table 4.2: Stock Theft Statistics for Qachas'nek 2009-2011 and to August 2012

Month	2009	2010	2011	2012
January	15	222	84	3
February	141	79	27	13
March	158	163	595	14
April	377	260	403	223
May	142	198	223	43
June	87	232	552	36
July	95	315	334	34
August	262	281	398	4
September	380	189	216	-
October	181	177	309	-
November	242	181	185	-
December	170	46	158	-
TOTAL	**2250**	**2343**	**3484**	**370**

Source: LMPS crime statistics

4.5 CONCLUSION

The Dalewe community in Quthing, through one of its leaders, initiated the cross-border anti-stock theft strategy. The strategy was well accepted by the community and their neighbours in RSA. The community not only accepted the strategy but fully participated when it became operational. It should, however, be noted that the LMPS did not support the strategy from the onset, and this is evidenced by the fact that the community leader who initiated the strategy was on several times and occasions arrested and detained by police without even charging him.

Police training of the CPC was done at the last hour when the police observed that the strategy that they did not support was working for the

community. People were starting to enjoy relative peace with their RSA neighbours.

In Qachas'nek, the opposite is happening. There is no co-operation amongst the community, police and their neighbours in RSA. This is shown by the unwillingness of the community to work together in protecting their animals, giving police information or practicing community policing. Stock theft is still very rife in the area as shown above in the statistics provided. It has also been established that stock theft has caused serious mistrust and rifts between the communities.

The statistics indicate that after the inception of the community policing in Quthing, the number of reported cases declined and the number of recovered stock increased. However, it is a cause for concern that in Qachas'nek the rate of stock theft is increasing and recently resulted in deaths.

It is noted that in combating cross-border stock theft, voluntarism is the key word since there is no remuneration or reward. In the case of Quthing, even people who do not own livestock and women fully participate in all activities of the cross-border CPCs.

CHAPTER FIVE

DATA INTERPRETATION AND ANALYSIS

5.1 INTRODUCTION

Data is a way in which raw data obtained from different sources is organised and presented in a manner where useful information could be extracted from it. This chapter deals with analysis and interpretation of all data provided in the previous chapter. The main focus will be on the issues and themes on the role of community in curbing cross-border stock theft, the resources that are needed in fighting cross-border stock theft, and the future strategies that could be considered. The fact that two neighbouring districts are experiencing different scenarios will be looked into and analysed to assess why the current situation prevails. As seen in the Quthing district, there are low levels of cross-border stock theft cases while Qachas'nek is experiencing very high levels of cross-border stock theft. The questions the researcher needs to ask are: "Why is the strategy deployed in the Quthing district not working in the Qachas'nek district, has the strategy been used in Quthing been used in Qachas'nek and failed, and lastly why is the strategy effective in Quthing and not in Qachas'nek?"

5.2 COMMUNITY PARTICIPATION

5.2.1 Quthing Community

From the interviews it has been clarified that the Dalewe community is fully operational and actively involved in all the initiatives to fight cross-

border stock theft. At first they took it upon themselves — even without the assistance of the police — to fight cross-border stock theft. It was only in the later stages that the police gave in and started working together with the local community to train them and equip them with the necessary skills in community policing.

5.2.2 Qachas'nek Community

Unlike in the Quthing district, the Qachas'nek community has not actively been involved in fighting cross-border stock theft, and even the police have not fully engaged the community in this aspect. This could be the main reason why the district is still faced with the problem of cross-border stock theft.

5.2.3 Community Participation Analysis

Community involvement in crime prevention matters is the main ingredient according to Washins (1976), who argues that police manpower, resources and techniques are not comprehensive in reducing crime. The objectives of crime prevention should be around working out policies with the police as partners, developing effective communication links between the community and police, and pursuing other matters which can assist the police and the community at large. Crime prevention committees have had a significant impact in the reduction of stock theft. However, there are also very serious challenges when establishing the CPCs, since most community members do not take it as their responsibility to be in the CPCs, most claiming that they do not own stock and therefore are not to be included in such things. Since there is no payment or financial reward when one is a member of the CPCs, some other community members do not feel the need to be members. Regarding their working conditions, the CPCs work only under the guidance of Section 27 of the Lesotho Criminal Procedure and Evidence Act of 1981 that gives every Mosotho male adult

powers of apprehension and arrest of suspects; there is no other law that prescribes or guides how the CPCs should operate.

The establishment of the CPCs in some areas has resulted in improved relations between the community and the police. However, in some cases there is still tension as to how these CPCs should operate as there is no law establishing their operations. There should be clear roles and responsibilities for the CPCs as opposed to those of police and headmen.

Membership of the CPCs also poses a serious threat to the security of CPCs' membership as some members solely join in order to pursue their criminal activities and collect information for other thieves. There has been some concern that certain members hinder progress and give out information to people as to who will be arrested. After getting the information the suspects then flee and later return to threaten the members of the CPCs. The stock theft criminals also discourage members of the community to join the CPCs, stating that it would be easy for them to be penetrated and their stock stolen. The CPC administrators normally report and raise their concerns with the district police administration in their monthly meetings where they also raise challenges they encounter in their daily activities. These meetings also act as the forum where briefing and feedback sessions are held.

5.2.4 Community Training

Of great importance in the involvement of the community in curbing stock theft is training. In crime prevention, the community should be viewed as the police partners and it would not be right to train only the police. When the people of Dalewe in the Quthing district commenced their efforts to fight cross-border stock theft, they had problems with the local police. The reasons were that the members of the CPCs would arrest the suspects, assault and torture them before they could hand over them to the police; this fact then turned them into assault suspects to the police. Police would

then arrest the leadership of the CPCs and that led to non-co-operation between the police and the CPCs. This was caused by lack of community training.

After police conducted the basic community policing training, the situation improved and the CPCs worked harmoniously with the local police, and suspects were apprehended and handed over to the police in a manner acceptable to the courts in order to obtain successful prosecutions. The training of the CPCs also opened doors for police to recruit informers and for the community to openly approach police to give information. The community and police relations were much enhanced.

It also came to light during the interviews that training was only held for CPCs members. This is not beneficial to the community at large because the researcher realised that membership within the CPCs was mainly comprised of older men who will not sustain their membership for long, and training should be done with the members of the community including young men who would serve as CPCs later. Training of members of the community also helps people to know their responsibilities in combating stock theft. The knowledge of self-protection does not only end with the CPCs. The police officers who train the CPCs should also make follow-ups and check the progress made after the training.

The communities in both areas of study showed that there is no assistance from the police as regards resources needed for the performance of their duties. Police patrols would come in their vans and yet expect the communities to resolve their own problems. On other occasions, police would come on horseback and expect the people to use their own horses. This did not work well within the communities before proper training was done, where the people expected the police to offer them transport to and from places where operations were taking place. They looked at crime prevention as the issue of police only.

The other issue relates to communication, where CPC members when communicating with police or amongst themselves use their personal cell phones and airtime, and there is no compensation or any form of assistance from the state or the police. However, in the Quthing area, the use of the sponsored two-way radios is still operational only with the SAPS and not the LMPS. Local communication thus remains a problem.

It should be noted that that all the concerns of the community have been dealt with in the areas where communities have been trained, as they were advised on projects that could finance their initiatives or contribute towards sustaining their work.

5.3 POLICE PARTICIPATION

The main duty of the LMPS as stated in Section 24 of the Police Act No. 7 of 1998 is to preserve peace and maintain law and order. In order for police to effectively achieve this role, the police have to involve the community that is being policed. Van Rooyen (2005) argues that training is necessary in community policing and the community must be trained in order to be able to help police in their duties. The people should understand the importance of community policing; hence basic police techniques are required. The minimum training that is required is a basic course which would include problem-solving, communication skills, interpersonal skills and basic resources that could be used in addressing local problems.

In the Quthing area the police trained the CPCs and not the whole community on community policing. The training was done by the Crime Prevention Unit (CPU) within the LMPS. This office trained a few police officers in the Quthing district together with the CPC members, and this was a cause for concern as other police officers who were not trained in community policing found it difficult to deal with members of the CPCs.

Through another initiative of the police, however, the police and community relations (PCR) forum was established. The PCR and stock theft police officers working in Quthing are now in constant communication with the CPCs. The training and establishment of the PCR has improved the understanding of how the community wants to be involved in issues concerning them.

Even though the communication issue has been dealt with between the police and the community, the CPCs are still not very happy with the resources issue. They feel they should be equipped with basic police equipment such as hand cuffs, have access to police radio signals, and some believe they should be entitled to possess firearms. These they claim under the reasoning that the stock thieves are well equipped and own guns and firearms. However, the law does not allow people to own guns because they are members of the CPCs.

This is one of the main reasons why the strategy is not working in the Qachas'nek area, where the community refuses to join the CPCs in fear that they will become victims to criminals who have acquired guns and firearms through the sale or exchange of the stock.

5.4 POLICE PARTICIPATION AT STRATEGIC LEVEL

This section deals with issues concerning both offices of the National Crime Prevention and the National Stock Theft Co-ordination office. These offices are specifically placed at the police headquarters to oversee that national policies on crime prevention and stock theft are implemented. However, the researcher was informed that there are no such policies, and the offices were working towards drawing up a national crime prevention strategy and not policy.

Burger (2007) states that there should be a national crime prevention strategy before all other specific crime prevention strategies. This is important because all the other strategies will be guided by the national strategy. The office of stockpol showed that they have consulted different stakeholders in trying to develop an anti-stock theft strategy but the implementation phase has not been done due to financial constraints. He showed that involving other stakeholders was important as those stakeholders would view the strategy as theirs and not just as something imposed on them. Community participation in the formulation of the strategy also showed signs of good governance on the police side. Working together with the public would further ensure accountability and transparency.

The strategies that stockpol referred to related to abolishing the current ear-marking system and use of the '*bewys*' document for identification purposes. The strategy suggested methods of identification such as branding, micro-chipping, the use of bolus, etc. to be used. These suggested strategies which have been brought up in consultation with the community are good, but the researcher established that they may not be applicable in Lesotho. They based their argument on the fact that most of them are technological and may not be relevant or user-friendly as most Basotho who own stock are not literate. The public also claimed that it is going to be very expensive to insert a microchip or bolus in every animal. These people expressed their concern that in the consultation process only the elite farmers were consulted and not the smallholder farmers.

5.5 TABLES ANALYSIS

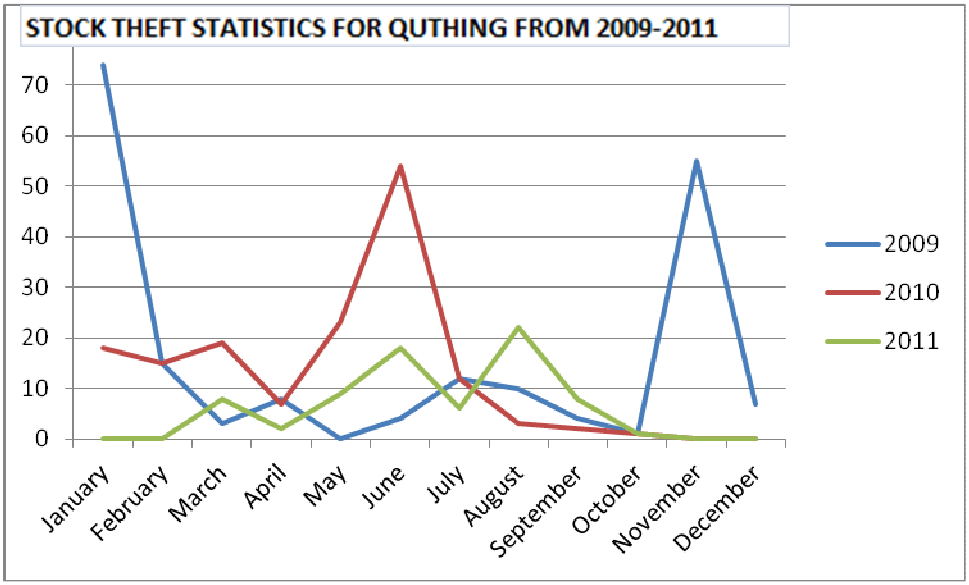
Tables 1 and 2 in the previous chapter show the number of cases reported at Quthing and Qachas'nek police stations respectively from January 2009 (when the community policing strategy was fully operational in Quthing,

the CPCs and police had been fully trained and the strategy implemented) to August 2012 (when field research and data collection was done).

5.5.1 Quthing Analysis

It will be observed that as the strategy started in Quthing, a relatively high number of cases were reported. This is followed by a considerable decline in the following years. These statistics not only show cross-border stock theft cases but also that numbers declined from 194 cases in 2009 to only 74 cases in 2011. In 2012 only 12 cases were reported, with May reporting 10 and April and July reporting one each.

Graph 5.1: Stock theft statistics Quu'thing 2009-2011



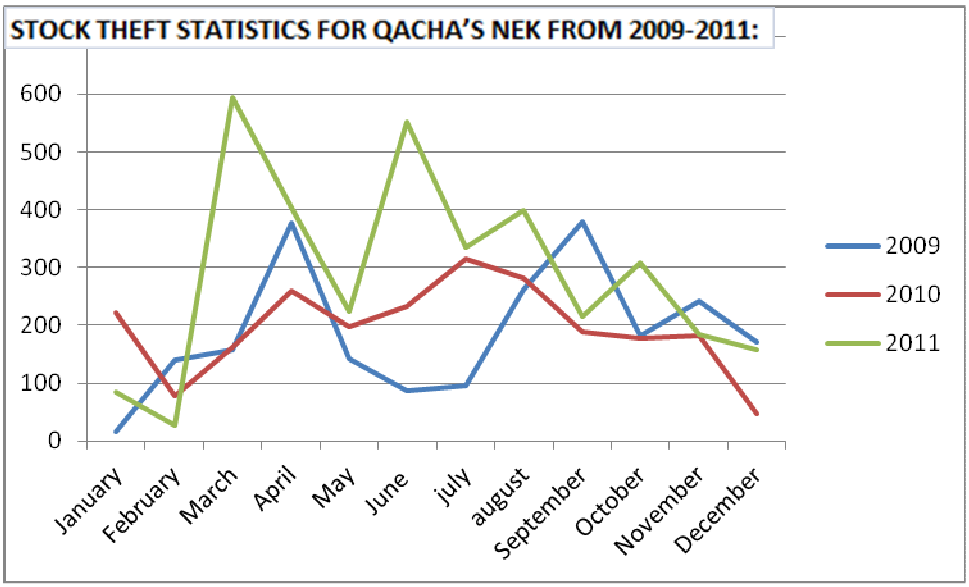
These statistics show winter months as the most vulnerable, and this could be due to the fact that winter months are very cold in the mountainous parts of Lesotho and could lead to the night guarding duties being compromised by the CPCs. It is also during the winter months that most cultural activities, such as initiation of boys, take place and livestock are used for these activities. However, there is a huge decline in the number of

cases reported, which could be reason enough to argue that community policing has a major impact in the reduction of cross-border stock theft in the Quthing area.

5.5.2 Qachas'nek Analysis

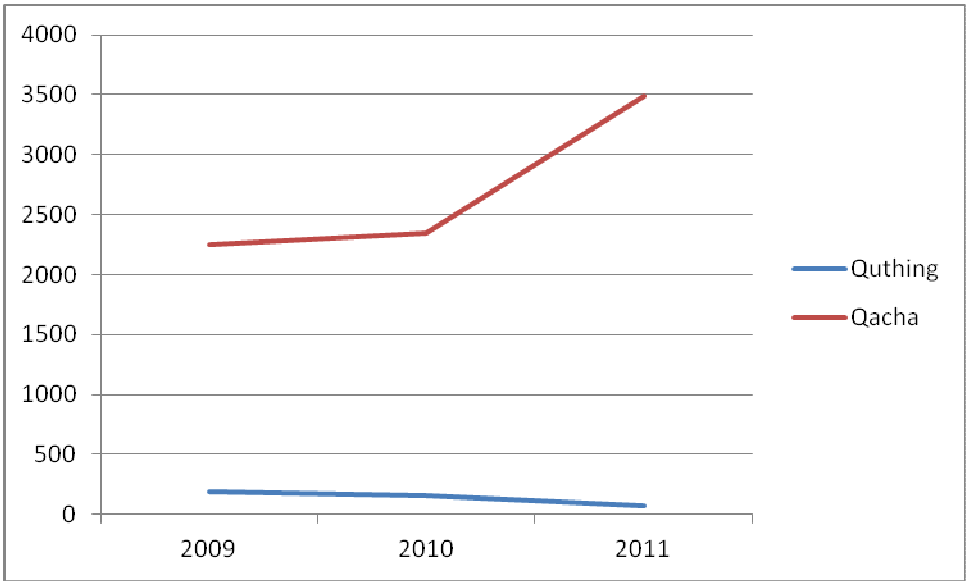
Qachas'nek district, unlike Quthing district, has stock theft cases increasing rather than decreasing. Cases reported per year increased from 2250 in 2009 to 3484 in 2011. The escalation in cases reported could be a reflection that where community policing is not practised then the rate of crime increases. The community here has not been formally trained on community policing, the reluctance of the community to work with the police, and for the community not to fully engage themselves in crime combating activities.

Graph 5.2: Stock theft statistics Qacha's Nek 2009-2011



The huge difference in the number of cases reported indicates that Qachas'nek is facing a serious challenge with stock theft and crime in general. Looking at the statistics for 2011 only, Qachas'nek reports 3484 while Quthing reports only 74. This clearly shows that unless community policing is adopted, the rate of crime in Qachas'nek will keep escalating whereas it will be decreasing in Quthing. The key element is therefore co-operation between the community and the police as well as eventually community policing.

5.3 Comparison between the two districts



This graph shows that the rate of stock theft in Quthing is low and showing strong signs of decreasing. The figures recorded for this district are far below the 500 mark. On the other hand, the Qachas'nek results show great escalation, from about 2300 in 2009 to about 3500 in 2011.

5.6 OTHER ISSUES OF CONCERN

During the collection of data the researcher had a chance to mingle and discuss issues that might be of concern to the public at large regarding the problem of cross-border stock theft. These emerging issues may not form the crux of the research but may be of significance in addressing the problem. This section summarises the concerns of both Quthing and Qachas'nek districts. Most of the comments made here are not from the people who were interviewed for the purpose of this project but from the public in general.

The public tends to assume that cases of stock theft are poorly investigated and prosecuted which leads to non-deterrence of stock theft. Even in the Quthing district where the rate of stock theft has greatly decreased, the community feels that they are doing the work for the police. They claim that they do all the investigations, searches and eventual arrests of suspects, and then they hand these people over to the police for them to lay charges.

Communities in both districts believe that the Lesotho justice system is not dealing with stock theft cases in a proper manner. One of the local chiefs observed that their cases take two to three years to be put before the courts, and this demoralises witnesses and stock owners. The officer commanding Qachas'nek stock theft unit confirmed this, noting that, "we sent cases to court, but most of the stock theft cases are pending in the courts of law, the prosecutors say there is a backlog of cases, some of our cases end up not heard because our witnesses had died before the case could be heard" (interview, officer commanding Qachas'nek stock theft unit

Some people complained about the Lesotho laws as opposed to RSA laws. They said the crime of cross-border theft will not stop unless the laws of

these countries are harmonised to allow law enforcement of each country to effect arrest in both countries. They claim that in a certain incident a well-known RSA person came to a certain village and shot dead a farmer while stealing his stock, and the suspect then ran away into RSA. The case has been reported to the police and the whereabouts of the suspects are known but the RSA police are reluctant to arrest him. They also claim that the Lesotho Stock Theft Act No. 4 of 2000 does not cater for the farmer's needs. The loopholes in the Act on sentencing also make it difficult for the magistrates to properly administer justice as some of the sentences may be counter to the constitution.

The last issue the communities complained about was corruption amongst the members of the police, the prosecutors and the magistrates. These people claim that some of the thieves steal for and on behalf of these law enforcement officials. It is therefore very difficult for these criminals to be successfully prosecuted and convicted under these circumstances.

5.7 CONCLUSION

It is clear that the rate of criminal activity, especially that of stock theft, is on the rise in the Qachas'nek district, whereas it is declining in the Quthing district. This may be a result of adopting the community policing strategy in the Quthing district where the community involvement is producing good results in fighting cross-border stock theft. The people were consulted in the formation of the strategy even though it was after violent clashes with the police. This means they have adopted the strategy and are using the strategy as their own. This ensures accountability and good governance on the issues concerning the community. Furthermore, the Quthing community was trained and equipped with basic community policing skills.

The opposite is true for the Qachas'nek community. The community has not been formally trained or consulted on the community policing strategy. To some extent the strategy was superimposed on these people but it did not work since people do not understand the issues underpinning community policing. The problem of stock theft will recur until the community understands that crime prevention is not only the responsibility of the police.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

The purpose of the research was to investigate and determine the factors leading to the escalation of cross-border stock theft in Qachas'nek. It was also to establish the role of the community and that of the police in combating cross-border stock theft.The LMPS had recently adopted a new form of policing known as community policing. This type of policing allows for the police and the community to work together to fight crime in their respective areas. However, for this method or strategy to be adopted, the police and the community have to accept one another and understand the roles of each stakeholder.

This study was a comparative study which compared the two neighbouring Lesotho districts that were experiencing different challenges and environments in relation to the crime of cross-border stock theft. The rate of stock theft was rife and very violent in the early 1990s in the two districts. Quthing district residents took it upon themselves to fight this problem of stock theft and positive results were observed. The rate of cross-border stock theft declined and many stolen animals were recovered. The police and the community are working together to fight crime since the strategy of community policing has been adopted.

On the other hand, Qachas'nek district is experiencing the opposite. Cases of violent theft of stock across the border are increasing, and the type of violence has taken a new turn where community members attack other

people on suspicion that they may be suspects. This factor led to community members in this region seeking firearms to defend and protect themselves. This is a serious concern to the national security. Police are working on their own, while the community works on their own. The strategy of community policing has not been adopted in this district even though it is a national strategy.

Besides differences in the two districts, the application of community policing is the chosen way of policing and is found in the National Lesotho Policing Plan. It should be noted that it is difficult for the police to do their work without the support of the public. Furthermore, the public needs the police in order to ensure peace and public order. It is with this in mind that this paper concludes that the community policing relationship must be a two-way partnership.

Police cannot be labelled as the sole custodians for prevention, and it is therefore very important that in this modern day policing, police officers must have good relationships with the community. Therefore, community policing should be seen as the main tool for police to tackle the increasing rate of crime and disorder. For the community policing approach to be effective, it requires partnerships, problem-solving mechanisms, and the active participation of members of the public. It also requires the police to decide on policing priorities, empowerment and the delegation of duties to subordinates as well as to members of the community.

6.2 THE ROLE OF THE COMMUNITY

Even though some scholars regard crime prevention as the main duty of the police, the community also has a stake in crime prevention. In order for the police and the community to work together in this initiative, the following must be taken into consideration. There should be consultations about community safety and security; response to calls; respect for basic

human rights, citizens should abide by the existing laws, and there should be a provision for support for any actions of the police. These principles will contribute towards a context of fairness and ethical leadership.

6.3 THE ROLE OF THE PUBLIC

Police must treat the community as their customers, where quality means meeting customers' expectations. To meet the standards of a quality police service, standards of service delivery should be communicated and adhered to; in order to meet these standards, the police and the public have to agree to consultation and communication with local people. This would be a way of information sharing and problems will be identified as well as sharing them, leading to common solutions. As a result, the service delivered should be effective and efficient.

6.4 REPRESENTATIVE POLICE SERVICE

Vuma (2011) argues that to ensure the success of community policing, there must be a drive to ensure a representative police service and fair treatment of all staff, regardless of their background, ethnicity, culture, gender, sexual orientation, disability, class or language. There must also be agreed Values. Vuma continues that to incorporate community policing into a service, it requires an agreed set of values, standards and beliefs about policing to which every police officer is committed. Such commitment can be achieved through a process of education, consultation and persuasion. How this is achieved and what it includes will be one of the important steps in bringing about the required change. However, the nature of the process should be determined at the same time, but there are some core beliefs, cultures and values that must not be overlooked. The guiding principles, according to Vuma (2011), are the following:

- Values embedded in respect and protection of human rights
- Transparency in relation to activities and relationships inside and outside the organization
- Demonstrated commitment at all times to deliver the best possible policing service
- Empowerment of all employees to make appropriate decisions while facilitating the delivery of a quality service
- Willingness to seek for, listen to and act upon public opinion regarding policing priorities
- Support by the national government in formulating laws, procedures and policies in relation to community policing.

6.5 COMMUNITY POLICING FORUMS

It has been established from the information gained from interviews with various CPC chairpersons and community members, that many activities should be project-based in order to be sustainable. However, there seem to be a major capacity and skills deficit in the membership of CPCs as regards aspects of financial and project management. This issue should be addressed urgently by means of suitable training fora with a certain number of people from every CPC per district.

In almost all areas visited, all CPC members are unemployed. Most of them are subsistence farmers, and experience many challenges that may place added pressures on them. Furthermore, what is needed is the proper management of CPCs members' time, particularly as the management of volunteers requires special skills, and CPCs have generally not received training in this regard. Maintaining the commitment and focus of members requires that they buy-into a shared strategic vision and a collectively developed and properly managed plan of action. A major factor influencing the sustainability of CPCs relates to a lack of continuity, with

entire forums frequently being replaced in their totality each time they go for election.

6.6 RECOMMENDATIONS

6.6.1 The Police and Community Relations

The relevance of CPCs to general police work needs to re-emphasize the role of community policing and its contribution to other line functions. The members of the police who have clearly not been exposed to the concepts of 'community policing' should be referred for training on community policing. All levels of police training should emphasise the importance of viewing communities as both clients and partners in policing. It is also important that all police members being promoted should spend a specified and mandatory time working in the crime prevention office or with the community policing officer.

It is further recommended that co-operation between community policing components and other police members must be monitored as a key performance indicator, and that the police should provide acknowledgment of, and reward the best performing CPCs.

The offices of Police and Community Relations (PCR) should be established which would introduce the sector-policing model. The PCR should be constituted as the primary strategy towards the community policing strategy and should be treated as a priority at all times. In putting this strategy into operation, the CPC members should be provided with some form of formal identification, such as an identity document bearing his/her photograph. There should also be interactions and sessions for getting to know the local police and CPC members.

Term of office for CPCs should be taken into considerations as it has been observed that there are always changes in the CPCs whenever elections are held, since this is seen as one of the ways to maintain the good working system and proper handing over of CPC work with projects. Projects may require staff and extensive resources. Special committees should be set up for this purpose with the CPC providing an oversight role. CPC members, who have the basic knowledge of police work, or who are critical of police performance should be afforded the opportunity to accompany police officers to understand the challenges and pressures police officers face.

There should be the inclusion of the CPC slot in police media, and this strategy should be developed to ensure that CPC messages reach the local community. Local business and individuals who have the resources to produce brochures and newsletters or other communication modes should be given the opportunity to do so. CPC representatives as well as CPCs need to ensure that all significant community clusters in the local community are represented on, and served by, the CPC. CPCs should also be free to co-opt skills from local civil society by inviting particular individuals to become ex-officio members.

CPCs should do away with political structures and CPC members should pledge that party politics will not infringe on their CPC duties. CPCs should also develop relations with other community safety structures so as to share facilities, help to publicise their services and ensure that volunteers are directed to appropriate sources of training. Lastly, the traditional leaders need to become more involved in CPCs.

6.6.2 Training

Police training should be assessed for effective and relevant content on crime prevention and CPC training needs to occur within three months of CPC elections for Capacity Building. The training should include, *inter*

alia, leadership skills, communication skills, roles and duties, and functions of CPCs, conflict resolution skills, and organizational behaviour.

In order to ensure CPC sustainability, the tenure in office should be for a certain fixed period to encourage better continuity and a continuation of skills and experience from one CPC to its successor. Other options would be to include a longer term of office, and mentoring relations with longer standing CPC members.

The community and management of the Police within a district should establish a team of experienced CPC members and community policing officers to conduct visits to identified CPCs, to review progress in addressing problems and to offer advice and counselling. Part of the brief of the team would be to develop standardised reporting and planning procedures, supported by the necessary filing and administrative systems.

The researcher hopes that this research will empower police officers, as well as the community, with the knowledge of the theoretical aspects of community policing and present practical situations regarding policing in cross-border crime situations. The researcher anticipates that police officers will use the research to enhance their performance and ability to prevent crime more effectively in order to better address issues of crime and disorder more generally..

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APPENDICES

STOCK THEFT STATISTICS FOR BOTH QUTHING AND QACHA'S NEK FROM 2009-2011:QUTHING:2009

	Stolen stock								recovered stock							
MONTH	C	H	D	S	G	P	M	TOTAL	C	H	D	S	G	P	M	TOTAL
JAN	66		6	2				74	60		6	2				68
FEB	6				9			15	74							74
MAR	1			2				3		1		2				3
APR				8				8	7		2					9
MAY									4	8						12
JUNE				3	1			4	4	5	5	2	1			17
JULY	8	4						12	8	4						12
AUG	6	1		3				10	7			2				9
SEP	4							4	5	1	9	3				18
OCT	1							1	2	1	9	2	1			15
NOV	19			35	1			55	23	2		35	1			61
DEC	7							7	6	3	1					10
TOAL	188	5	6	53	11			193	200	25	32	48	3			308

QUTHING:2010

Stolen stock: **recovered stock:**

MONTH	C	H	D	S	G	P	M	TOTAL	C	H	D	S	G	P	M	TOTAL
JAN	13			5				18	11		7		3			21
FEB	1			14				15	10	1		73	20			104
MAR			9	10				19	4	1	9	63				77
APR	2	1		3	1			7	9	1	2	5				17
MAY		1		21	1			23	13	7	8	6	1			35
JUNE	38			4	12			54	45	2	1	13	15			76
JULY	8			4				12	21	1	2	2				26
AUG					3			3	2							2
SEP	2							2	8	1	1		3			13
OCT					1			1	1		1		1			3
NOV									16							16
DEC												16				16
TOTAL	64	2	9	61	18			154	140	14	31	178	43			406

Quthing: 2011

Stolen stock **recovered animals**

MONTH	C	H	D	S	G	P	M	TOTAL	C	H	D	S	G	P	M	TOTAL
JAN									8		3					11
FEB											2					2
MAR		7		1				8	20	7		1				28
APR				2				2		5	9	1	1			16
MAY	6					3		9	22		1					23
JUNE	1	4		13				18	3	3		13				19
JULY				6				6	8		6	40	28			82
AUG	2			20				22	2	1		21				24
SEP	6	2						8	4	2		1	1			8
OCT	1							1	14							14
NOV									2		1					3
DEC									1		2	8				11
TOTAL	16	13		42		3		74	84	18	24	85	30			240

Qachas'nek 2009

	Stolen stock								recovered stock							
MONTH	C	H	D	S	G	P	M	TOTAL	C	H	D	S	G	P	M	TOTAL
JAN	8	3			4			15	2		3		6			11
FEB	13	4			124			141	13	5		12	7			37
MAR	32	5	1	87	33			158	68	36	3	66	30			203
APR	89	8	2	275	2	1		377	59	7		37	40			143
MAY	34	21	2	76	9			142	69	7	6	22	12			116
JUNE	35	6	1	9	36			87	17	11	1	9	35			73
JULY	7	2	4	71	10	1		95	44	16	4	25	16	1		106
AUG	21	12	4	109	115	1		262	57	14	5	84	160			320
SEP	34	5	4	275	62			380	93	18						111
OCT	34	4	1	140	2			181	33	14	1	7	23			78
NOV	88	13	4	69	68			242	44	3	3	40				90
DEC	46	5		33	86			170	43	7	3	7	10			70
TOTAL	441	88	23	1144	551	3		2250	542	138	29	309	339	1		1358

Qachas'nek 2010

Stolen stock **recovered stock**

MONTH	C	H	D	S	G	P	M	TOTAL	C	H	D	S	G	P	M	TOTAL
JAN	47	14		104	57			222	26	2	4	169	24			225
FEB	20	8	5	46				79	25		5		40			70
MAR	53	9	7	31	63			163	16	2	3	8	3			32
APR	57	21	15	59	108			260	39	11	7	25	17			99
MAY	19	7	3	126	43			198	46	6	2	35	84			173
JUNE	55	12	5	133	27			232	31	2		11				44
JULY	37	6	1	231	40			315	85	13	1	80	30			209
AUG	44	11	9	157	60			281	152		15	31	90			288
SEP	46	12	7	102	22			189	13	5		8	19			45
OCT	47	20	7	78	25			177	36	4	6					46
NOV	18	5		94	64			181	1	5		33	63			102
DEC	32	1	2	2	9			46	21	9	4	23	2			59
TOTAL	475	126	61	1163	518			2343	491	59	47	423	372			1170

Qachas'nek 2011

Stolen stock **recovered stock**

MONTH	C	H	D	S	G	P	M	TOTAL	C	H	D	S	G	P	M	TOTAL
JAN	33	3		43	5			84	51	10	2	108	82			253
FEB	13	10	3	1				27	26	2						28
MAR	44	12	8	293	238			595	40	3						43
APR	7	5		240	151			403	45	7	8	45	5			110
MAY	35	9	10	121	48			223	20	2	1	14				37
JUNE	49	4		250	248	1		552	55	1		8	42			106
JULY	11	2	3	256	62			334	44	7	6	133	87			277
AUG	57	8	15	113	205			398	92	3	2	33	8			138
SEP	80	10	3	90	33			216	96	20		60	3			179
OCT	26	23	2	159	99			309	55	10		11				76
NOV	27	3		81	74			185	59	4	29	16				108
DEC	19	15		70	54			158	1			41				42
TOTAL	401	104	44	1717	1217	1		3484	584	69	48	469	227			1397

Source LMPS crime statistics