

Vol 2 No 2 June 2022



School of Social Innovation
Centre for Good Governance
in Africa



FROM THE EDITOR'S DESK

Dear reader,

Since the last edition appeared, we have had to plan our lives around load-shedding schedules, hold our collective breath as we saw violent crime statistics soar to previously unknown heights, try and make sense of the high cost of food and fuel, endure the most terrible information released from the work of the “Zondo Commission”, and (certainly for me, still) try to confront compassionately...

Without much further ado then, here are some excerpts from the crop of contributions in this edition:

“The performance measures and the reward systems that have been implemented in the SAPS have been abused by police officials and in the process crime statistics were manipulated in order to receive rewards or to mislead the management of the SAPS” (Hermias van Zyl); “Based on exclusive interviews with De Ruyter, Oberholzer and other key figures, *Sabotage* is a story of conspiracy and subterfuge at South Africa’s ailing power utility, uncovering the power struggles that threaten the country’s very survival” (Kyle Cowan); “But just as I thought I was gaining the support of my audience I was rudely interrupted by a glaring Selebi shouting at me to 'shut-up' and to 'stop talking nonsense'. And that was that. I was silenced before I could properly argue my case” (Johan Burger); “It is now high time for the top management of the SAPS and the Minister of Police to stop believing themselves that South Africa’s murder is **only** generated by people’s behaviour (by drinking too much alcohol, having arguments which become physical assault and end up in murder)” (Chris de Kock); “Social innovation, engaged scholarship and learning leadership provisionally meet the requirement for being ‘pracademically’ relevant as they explicitly address the questions: Why did you start? What did you do? What answer did you get? And what does it mean anyway? By consistently and consciously asking these questions, relevant research can co-create relevant solutions to wicked problems in trans-disciplinary and intersectoral knowledge partnerships” (Erwin Schwella); “While no one wants to sit and think about the horrors of human trafficking,

the reality is that anyone can fall prey to this heinous crime - a daughter, a brother, an uncle, or a neighbour. With only a mere 1-2% of traffickers ever convicted we must face this scourge head-on to protect and warn those we love” (Adri Olivier); “The development of an integrated global carbon market with price uniformity by type of carbon offset project is recommended, as this would increase overall market efficiency” (Petrus van Niekerk); “A culture of performance, accountability, transparency and integrity should be a shared vision for all involved in local government” (Auditor-General Tsakani Maluleke); “Sometimes in birding, serendipity plays a role – ...” (Etienne Marais); “Make your retirement a purpose driven period of life” (Vivien Lotz); “Total control is much better than total care. In fact, now that I think about it, some of us are better total controllers than others” (Arouet d’Afrique).

An open letter to General Bheki Cele MP, South Africa’s Minister of Police, serves as my reflection on this issue

The Annual #Integritasza Conference is planned for Wednesday 30 November 2022 to Friday 2 December 2022. Information is available in the column on upcoming events at the end of the magazine.

Caritas!
Chris Botha (Editor)

INTEGRITY OVERVIEW

Do the crime statistics provide a true reflection of the performance of the South African Police Service?

By Hermias van Zyl
(Retired Brigadier, South African Police Service)

Introduction

The extent of crime in South Africa and the level of violence that is associated with crime have put the effectiveness and efficiency of the South African Police Service (SAPS) in the spotlight. Although crime is regarded as a social problem, the SAPS plays a pivotal role in terms of ensuring social order and in the prevention of crime. For this very reason, the performance of the SAPS has been questioned by the media. As part of the control measures utilized in the public sector, the SAPS have to report to Parliament and to the community-at-large on their performance and level of service delivery in terms of the requirements of the Public

Finance Management Act (Act 1 of 1999, typically referred to as the PMFA).

But what is the true level of performance of the SAPS? To address this question one must pay attention to the SAPS’ performance assessment process. Unlike private corporations the SAPS cannot simply point to profit margins to demonstrate organisational effectiveness. In a democratic society, the measuring of performance of the public sector has become increasingly important. In recent years a financial-focused approach to public management has gained ground more strongly than before. This approach has two dimensions: a political dimension that consists of ensuring that the benefits provided by services are proportional to their cost; and an organisational dimension where the selection of the specific types of police activities is based on organisational effectiveness.

The purpose of this article is to ask, and elaborate, on the performance question from the perspective of a former member of the SAPS’ National Inspectorate. Specifically, the use of crime statistics to

measure the performance of the SAPS will be interrogated. What I want to elaborate on are whether the reports that the SAPS provide in terms of the PFMA are in line with standards and expectations and whether the service that is provided is within the framework of an effective, efficient, and economical one.

Legal obligation on the SAPS to report

The PFMA has conferred on the National Commissioner of the SAPS, as the Accounting Officer, a clear set of responsibilities and has clarified the division of responsibilities between the Accounting Officer and the executive authority, the Minister of Police.

Whilst the Minister is responsible for the outcome of policing policy, the Accounting Officer is responsible for the implementation of the policing policy and the achievement of the policing outcome, by being responsible for defined outputs. The Minister of Police presents the Department's budget but the National Commissioner is responsible for implementing and managing the budget in terms of measurable outputs. The PFMA specifies regular intervals of reporting and publication of financial and performance information. An annual report, audit financial statements and the report by the Auditor-General must be tabled in the National Assembly within five months after the end of each financial year.

In practice, this reporting revolves around the strategic plan of the SAPS which is updated annually and focuses on outcomes over a three-year period which must be consistent with the Medium-Term Expenditure Framework (MTEF), and the Year 1 Plan. The Year 1 Plan (also called the business plan), with a timeframe of one year, must specify the anticipated outputs and measurable objectives of the SAPS. The Accounting Officer is also responsible to make sure that all managers in the SAPS accept their financial management responsibility. This is done

through the signing of performance contracts by the managers. Whilst legislation, national regulations, instructions, directives and institutional procedures enable managers to manage, the managers are held accountable for the use of resources made available to them. Based on the principles of public administration, policing is inseparable from the general public. The SAPS is therefore, as part of the public sector, the instrument of the citizens through which public order is kept in terms of the Constitution of the Republic of South Africa, 1996, and their legal rights are serviced. The civil society does not only claim a basic service from the SAPS but a quality service that meets the requirement that is set out in the *batho pele* principles.

Accountability

The National Commissioner, as the Accounting Officer, remains accountable for the management of resources within the standards set for financial managers in the Public Sector which focuses on transparency, prioritizing of resources and value for money (that is, rendering the best possible service to the country's people with the available resources). As previously indicated the SAPS are responsible to table a strategic plan to Parliament, setting out key performance indicators and measurable objectives of the SAPS. These objectives must specify the level (quantity) and quality of services, and they may cover processes, outputs, and outcomes. To enable the Management of the SAPS to report back to Parliament and to the community on performance objectives, control measures are implemented as part of the administrative activities, functions, and processes. The objective of exercising control measures in the Public Sector is to ensure that account is given to both the Parliament and the community for everything the SAPS does or neglects to do. Inspections, evaluations, and written reports are part of the formal control measures that were implemented to fulfil these obligations.

Any organisation as large as the SAPS, requires an oversight mechanism for management regarding compliance and implementation of the regulatory framework that impacts its operational and support environments. In this regard, the SAPS have employed inspecting functions at various levels within the structure of the organisation that requires, by virtue of various directives, the inspection of compliance to instructions to maintain discipline and procedural conformance. In this regard, the SAPS created the Inspectorate Division to oversee general compliance towards its internal regulatory framework.

Police effectiveness

Whenever the Minister of Police releases the crime statistics the media puts the effectiveness of the SAPS in the spotlight. During this media debate, it typically becomes clear that two types of police interventions have emerged to meet the expectations of the police which require being more responsive to the community and preventing crime in a proactive manner. This relates to two policing models namely problem-oriented policing and community policing.

The SAPS is expected to be able to justify, demonstrate and assess not only their activities, but also the impact of these activities on crime reduction and on attaining better performance. It is expected that different methods, procedures, and indicators must be used to achieve these expectations. The implementation of the Performance Chart as a measuring tool brought about an increased focus on the performance of the SAPS, by evaluating the efficiency of the SAPS. Where effectiveness draws a connection between objectives and results obtained, efficiency measures the resources dedicated to achieving the results. It provides accountability in terms of assessing how the use of resources (for instance, human, physical and financial) compare to the results obtained. The cur-

rent performance is measured against a baseline target set by historical data.

The approach to the Performance Chart has been based on the Compstat method which is a geographical approach. The significant increase in the budget allocation to the SAPS had led to an increase in both the number of available vehicles and personnel. The general perception is that the significant increase in resources over the years should have resulted in a reduction in crime. However, how do we measure whether this has indeed happened? This question is dealt with by engaging with performance measurement in the SAPS.

Performance measurement

Members of the SAPS are engaged in a broad spectrum of work which includes key functions such as the prevention and investigation of crime, responding to vehicle accidents, preventing the illegal sale of liquor and drugs, other types of social disorder as well as the building of partnerships with communities and organised business. Police management has a strong interest in measuring performance as a tool to monitor operational success, adherence to policies and procedures and to monitor the implementation of the strategic plan. By defining what is measured, management sends a message about what activities are valued and what results are considered important.

In the SAPS the Performance Chart has been developed and implemented to monitor individual police stations on four domains namely:

- operational (investigating complaints, emergency calls, offences, or alleged offences, and bringing perpetrators to justice)
- information (the use of crime information extracted from computer databases)
- resources (allocation of personnel and vehicles, professional conduct, and absenteeism)

- customer orientation (ability to satisfy customer needs or community expectations).

In addition to comparing performance across police stations, the system compares each police station to its previous performance. Targets are set for each police station based on performance over the previous four years weighted in favour of recent months, and numerical scores are calculated based on the percentage of the target score achieved. The crime rates, arrests, clearance rates and response times are factored in to play a key role in a history of comparative measurement. Although some experts argue that crime is beyond the control of the police, the consensus today is that reducing crime is the single most important contribution that police make to the well-being of society. Fear to fall victim to crimes such as house robbery and carjacking does influence the quality of life. It can therefore be argued that despite innovative developments in performance measurement, the crime rate remains the one aspect on which the SAPS is being measured by the media and community through the comparison of historical crime statistics.

Although it is generally argued that the crime rate is no single “bottom line” in policing, the performance of the station and other operational commanders are measured against the crime rate. Irrespective of the SAPS having multiple and competing targets set out in the Performance Plan, the crime rate remains the most important target against which the performance of the SAPS is measured.

This situation pressurises commanders to focus exclusively on one objective, the reduction of crime, at the expense of the other objectives. The pressure to reduce the crime rate, the number of cases to court and the conviction rate, has led to innovative practices to manipulate crime statistics. Some of these practices can be

constituted as a crime as they may be seen as defeating the ends of justice.

Consequently, and most unfortunately, the Performance Chart as a measuring tool has been corrupted by human nature. The Performance Chart, that made station and other operational commanders accountable for controlling crime, has degenerated into a situation where the police leadership pushes subordinates to keep numbers low by all means necessary. The experience of the Inspectorate is that station commanders will do anything to avoid being singled out at provincial management meetings.

Originally, at implementation, it was easy for commanders to benefit from the Performance Chart. Crime was high and rudimentary policing techniques could bring crime down. With increased resources, by paying attention to patterns and by deploying police officials where crime happened, crime statistics started to decrease. Commanders eventually hit a plateau where they could not reduce crime significantly anymore. Since the Performance Chart measures commanders against their own achievements, commanders had to get “creative” to constantly reduce their statistics. Some of these creative practices are discussed below.

Comparative crime statistics

Crime statistics are derived from police data that is defined as organisational outcomes. In other words, crime statistics are the product of the SAPS that produced these statistics as much as it is a reflection on the community or situation in which the crime took place.

After the release of the 2012/ 2013 annual crime statistics by the Minister of Police and the National Police Commissioner one of the headlines in the Star newspaper was “Data is fudged by presenting ratios, not the number of cases”. This is confirmation of the belief that the broader public of South Africa has a perception that crime statistics produced by the SAPS

cannot be trusted as a true reflection of the crime situation in the country. The accuracy of the reported statistics has been questioned repeatedly in the past and continues to be big news when the statistics are released, nowadays every three months compared to the annual releases of the past.

Another issue is also the measurement of crime statistics as a ratio per 100,000 of the population instead of calculating the increase and decrease of crime simply on the raw data. The employment of raw figures versus ratios was addressed by the SAPS in the 2007/2008 Annual report of the SAPS which stated: “The crime ratios (per capita figures, or number of crimes per 100 000 of the population) equal out the differences in population size over time and among geographical entities and are a better indicator of specific crimes than raw crime figures. The raw figures reflect the actual number of crime cases reported to the SAPS and consequently recorded on the latter’s systems. The raw figures, therefore, serve as an important indicator of the sheer volume of crime and workload faced by the SAPS in the different provinces and station precincts. As such, these figures also play a role in the allocation of resources to provinces and precincts.” The SAPS further expresses an opinion that “for analysis and research to establish the relationship between conducive conditions, generators of crime and crime itself, the crime ratios (crime per 100 000 of the population) are much more suitable than the raw figures”. The SAPS further admits that “unfortunately, calculating crime ratios at lower-level policing than provincial level is highly questionable”.

Crime statistics released by the SAPS in September 2013 was again put to the question. Some political parties have rejected the SAPS analysis of crime statistics as selective and manipulated. Whilst the SAPS claimed a decrease in crime statistics and insignificant increases in some crimes, various organisations were claim-

ing that it was the worst crime situation in the country in the 10 years before.

The concern (raised numerous times by the media and organisations such as the Institute for Security Studies) is the perception that crime statistics are manipulated. The SAPS is accused that how crime statistics was presented was done with the least transparency possible. Consequently, the concern of statistics manipulation will be interrogated.

Manipulation of crime statistics to improve performance

Manipulation of crime statistics is a phenomenon that is found in policing agencies across the world. An investigation into the New York City Police Department is but one of the examples. A Commission that was appointed by the police commissioner in New York some years ago has found deficiencies in the Police Department’s efforts to detect whether its crime statistics were being manipulated. This was a rare example of a police commissioner inviting outside scrutiny of a department. The move came amid questions over whether police commanders were artificially suppressing crime statistics to advance their careers. The report of the Crime Reporting Review Committee to Commissioner Raymond W Kelly concerning CompStat auditing, dated 8 April 2013 was published on 2 July 2013. Quote from the report: “During the radical drop in major-crime rates for 20 straight years, the accuracy of the reported statistics has been questioned repeatedly. Anecdotal evidence, some reported in the press, of downgrading and suppression of crime reports has called into question, among some observers, the reliability of the reported statistics. Reports in 2010 now substantiated, of the efforts of commanding officers in the 81st Precinct to downgrade and suppress the reporting of crime in that precinct cast further doubt in some on the accuracy of the NYPD’s numbers. Moreover, some studies point to the CompStat process as creating pressure to

manipulate crime reporting statistics. Police unions also have alleged widespread manipulation of crime statistics. The thrust of the criticism is that management pressure to lower index crime creates incentives for precinct commanders to encourage the downgrading and suppression of complaint reports. This management pressure is alleged to be exacerbated by the CompStat process, particularly the CompStat meetings, during which precinct commanders may be called upon, in front of their peers and high-ranking NYPD officials, to explain their job performance, which is measured in part by index crime rates in their commands. Precinct commanders purportedly induce, by threats or incentives, their subordinate lieutenants, sergeants, and patrol officers to downgrade crime or not to take or file complaint reports to avoid criticism at CompStat meetings”.

More or less the same situation prevails in the SAPS for which evidence was found. In the SAPS the performance of individuals, police stations, districts and provinces is measured by using data which is the result of administrative processes and procedures that are maintained by police members at police stations, and of choices made by these police officials. The quality of internal control measures at police stations depends on the correctness of statistics at the front line. Before each report of a crime is entered into the SAPS’s computer system, relatively few control measures exist to prevent officers from refusing to register a case docket or to alter the crime at the police station. Accurate and trusted crime recording and statistics are essential, not only to underpin the legitimacy of policing, but also to enable the effective allocation of resources. Unnecessary bureaucracy is caused when systems for recording crime become inefficient or worse, manipulated for personal reasons. The experience of the Inspectorate is that individuals on their own or members at police stations conspire to apply different methods to ensure that sta-

tistics are manipulated. For intentional actions by a police officer who wishes to manipulate the reporting of crime very few procedures are in place that controls the various avenues of potential manipulation. Some of the reasons why statistics are manipulated are:

- The measures used to assess police performance are to a large extent based on the mistaken belief that a reduction in crime reflects good performance on the part of the Police.
- Station Commanders have been driven into a corner by the Performance Chart that is being used to measure their performance. Station Commanders in most instances can do very little to change any of the determinants of crime and are not very successful in the prevention of crime. This results in personnel taking loopholes to do something with which they have control over, namely the registration of crime and the processes that follows.
- The manipulation can also be undertaken because of the prestige and monetary incentives that are awarded to the top-performing police officers, top-performing station commanders and top-performing police stations.

The perception of the general public as reflected in the media, that the SAPS is manipulating crime statistics, is a reality. The manipulation of crime statistics completely misleads not only the management of the SAPS, but the government as well as the public. The discovery of the manipulation of crime statistics did not go unnoticed. Manipulation which was uncovered has led to criminal cases being registered and investigated and disciplinary action has also been instituted against police officials.

Methods used to manipulate crime statistics

The most common method is that case dockets are not opened for all crimes reported. Police officials made themselves guilty of defeating and obstructing the course of Justice and Fraud by implement-

ing different unlawful processes and methods which result in case dockets not being registered on the Crime Administration System (CAS). Another method of manipulation is that cases were registered on the Enquiry System and not on the CAS System. This is done to reduce the number of cases reported. The incorrect closure of case dockets as “Withdrawn” instead of “Undetected” has a positive impact on the detection rate of the Detectives, thereby boosting the police stations overall performance on the Performance Chart. Priority crimes such as housebreaking and theft out of motor vehicles, are registered as malicious damage to property (MITP), which is considered a less serious offence as it is not identified as a priority crime. Because these crimes have not been registered correctly as priority crimes, it also contributes to the misrepresentation of the crime situation of the Station. The non-recording or 'downgrading' of cases of crime referred to a diversity of cases, including attempted murder, assault, robbery, rape, fraud, various forms of theft, and burglary. A further method utilized at police stations to ensure that fewer crimes are registered is that victims are discouraged from reporting crimes by being inconvenienced. Complainants were told to return later because the required forms were not available. This poor service that inconvenienced and discouraged complainants to complain is much more difficult to trace than other methods.

In addition to possible financial incentives for police officers that improve the performance at their police stations, station commanders were placed under direct pressure by SAPS Top Management if their crime statistics increased, irrespective of evidence of other improvements in the performance of their police stations. Since these were targets that Government had committed to, police management had a strong motivation to ensure that they were achieved, for fear of embarrassing the Government and incurring the displeasure of senior politicians.

The role of inspections as an internal control measure during the commission of inquiry into allegations of police inefficiency in Khayelitsha

The breakdown in the relations between the Police and the community in Khayelitsha, during 2011 and 2012, was the basis for the appointment of the Khayelitsha Commission of Inquiry that was concluded in 2014.

The appointment of the Commission of Inquiry originated from two complaints from The Office of the Premier of the Western Cape, Ms Helen Zille to the office of the Provincial Commissioner, Western Cape that was also copied to the Minister and the National Commissioner of the SAPS. Both these complaints were submitted to the Office of the Premier by the Women’s Legal Centre on behalf of a group of Non-governmental Organisations (NGO’s).

The Inspectorate Division was mandated, as derived from the authority vested in the National Commissioner in terms of the SAPS Act, to coordinate and manage the investigation of complaints relating to service delivery against the Service and make recommendations with regard thereto, to perform inspections, report deficiencies and provide suitable remedial actions to the National Commissioner. The Inspectorate conducted focused inspections at the three Police Stations servicing the community of the greater Khayelitsha area, namely, Khayelitsha, Harare and Linglethu West. The inspection was focused on the evaluation of the line function activities such as the attendance to complaints, crime prevention, sector policing and the investigation of crime. The evaluation also included the police-community relationships and the number of complaints against the SAPS pertaining to poor service delivery registered at these three police stations. Reports of previous inspections conducted were also analysed.

The findings of the inspection were documented in a report, classified as “Confidential” and were provided to the National Commissioner of the SAPS, under the heading “Report on the complaint regarding alleged inefficiency and a breakdown in police-community relations in Khayelitsha, Cape Town”. A copy of the report was attached to the statement of the Provincial Commissioner that was provided to the Khayelitsha Commission of Inquiry. During the functioning of the Commission, the report has been declassified, in order to be included in the evidence led by the Commission. Despite the time, effort, and cost of inspections, it was found that very little impact was made by these inspection reports because the police management did not oversee the implementation of the findings and also did not manage the improvement of service delivery actively. My perception is that very little was done by management to discourage the manipulation of crime statistics, even though the manipulation of the crime statistics was pointed out in the reports. The reason for this is that the manipulated crime statistics were working in their favor. The manipulation “improved” the performance of the stations under their supervision.

This state of affairs was highlighted during my testimony at the Khayelitsha Commission of Inquiry when it was pointed out that most of the recommendations in the inspection report were not implemented at the police stations. I stated to the Commission that the reason for not attending to the inspection report, was “that events overtook this whole exercise”. Even though the inspection report was annexed to the affidavit of Lieutenant General Lamoer (the Provincial Commissioner at the time) in the High Court proceedings, it emerged during the evidence in the first phase of the Commission’s proceedings that senior management of the Khayelitsha police stations (Station Commanders and Detective Commanders) had been provided with a copy of the inspection report for

the first time on the eve of giving evidence to the Commission.

Conclusion

The performance measures and the reward systems that have been implemented in the SAPS have been abused by police officials and in the process crime statistics were manipulated to receive rewards or to mislead the management of the SAPS. The manipulation of crime statistics causes serious damage to the image of the SAPS and portrays a misguided picture it provides on crime in South Africa and the deployment of resources. Human error and falsities are the most substantial risks in the complaint-reporting process. With respect to human error, multiple levels of review at the station level can provide control to ensure that the reported crime is sufficiently accurate for the Performance Chart to measure. Criminal investigations and disciplinary investigations against police members are lengthy and members are let off the hook because of technicalities and the unwillingness of senior management to prosecute members that made them look good. Increased internal investigation and enforcement of the complaint process might provide a deterrent effect, demonstrate the importance of accurate crime reporting, and potentially uncover unethical behaviour. The standard for internal control measures such as inspections should be documented and should be robust enough to ensure appropriate levels of enforcement action.

NEW PRESS RELEASES

By Chris Botha

Source:

Cowan, K. (2022). *Sabotage: Eskom under siege*. Cape Town, South Africa: Penguin Random House South Africa (Pty) Ltd.

The author:

Kyle Cowan is an award-winning South African journalist. He was twice named joint winner of the prestigious Taco Kuiper Award for investigative journalism and works at News24 as part of their in-depth investigative team.

Back cover blurb:

After unknown saboteurs toppled a strategic pylon near Lethabo Power Station in the Free State in November 2021, almost causing the country to plunge into stage 6 load shedding, Eskom's chief executive officer André de Ruyter declared: 'This was clearly now an act of sabotage and I think we can call it as such.' Who was behind this, and what is their ultimate goal?

Since his appointment in January 2020, De Ruyter has faced intense opposition from within the power utility as he attempts to clean up corruption and return the electricity company to a semblance of its former glory. He is not alone. Chief operating officer Jan Oberholzer and other trusted allies in Eskom have also come under intense fire.

From forensic investigations and botched probes to accusations of racism, De Ruyter and Oberholzer have spent significant amounts of time fending off allegation after allegation. Amid this onslaught, it has become clear that their enemies will take any measures necessary to have then removed from office.

Based on exclusive interviews with De Ruyter, Oberholzer and other key figures, *Sabotage* is a story of conspiracy and subterfuge at South Africa's ailing power utili-

ty, uncovering the power struggles that threaten the country's very survival.

OPINIONISTA

A long road towards integrating the state's response to crime in South Africa

Dr Johan Burger
(Former major general in the South African Police Service and currently an independent crime and policing analyst).

Sitting in church one Sunday morning, somewhere in the latter half of the 1990's, rather than paying attention to what 'Dominee' was saying, I found myself thinking about South Africa's rising crime levels. This happened after I was appointed head of policy and strategy in the newly established South African Police Service (SAPS). Before entering the hallowed inner space of our church on that particular morning I had a friendly conversation with a fellow member of our congregation. At some stage, he asked me a rather accusing question in the form of why we (the police) appeared to be unable to bring our rising crime under control?

I always thought of myself as a dedicated policeman, priding myself on giving my best at all times. But here I was effectively being accused of not doing my job! The question and its implications struck deep. I kept on thinking about all our strategies and plans. There was the 1996 National Crime Prevention Strategy, popularly referred to as the NCPS, the Community Safety Plan of 1995 with its short and long-term objectives and a host of other crime combating (police) operations. All of these tried very hard to balance firmness with respect for basic human rights. But the more I considered the question the more I began to understand why we were finding it so difficult to bring crime under control or at least to acceptable levels. Of course, there were many weaknesses in the way

we conducted the business of policing but at the same time, we ignored the fact that much of our crime was the result of socio-economic and other conditions over which the police had very little or no control.

My fellow worshipper will probably never know that his accusing question was the beginning of almost a lifelong process which was set to change my whole thinking about crime combating, crime prevention and policing in general. One of the many relevant studies I came across during this time and which had a significant impact on the way I thought about crime made reference to the (United States) President's Commission on Law Enforcement and Administration of Justice already back in 1967. A particularly striking observation in this report read as follows:

The police did not create and cannot resolve the social conditions that stimulate crime. They did not start and cannot stop the convulsive social change that is taking place in America.¹

In 1999 I wrote my first crime article aimed at reflecting on my growing library of research and my developing understanding of crime, its risk factors and the shared responsibility for 'doing something about it!' This 2-part article was published in the policing magazine *Servamus* in two consecutive editions during 1999.² There was an immediate reaction from a number of police colleagues who thanked me for finally stating in writing what many of them also had begun to understand over time but were at a loss at how to feed that into the organisation. Not too many senior of-

icers at the time wanted to listen to this kind of thinking. One very good example was the new national commissioner of police, Jackie Selebi, who was appointed to this position in January 2000.

I distinctly remember a senior management meeting not long after Selebi's appointment where I was more or less forced into a position to explain why I appeared to disagree with his exposition of crime prevention. And this was only because I remained completely passive when the rest of those present were nodding their heads in agreement to what I regarded as mostly non-sensical observations. I now had to explain my 'disagreement' to someone who was completely new to the complex field of policing, who never was a policeman, who never trained in this field or in criminology and whose academic training was limited to a Bachelor's degree in teaching.

I began by referring to crime and its risk factors (also sometimes referred to as the drivers of crime) and how many of these were outside the reach of the police and of policing. I cited examples such as rising levels of unemployment and poverty with the resulting poor social conditions which included family neglect, frustration, aggressive and abusive behaviour, and alcohol and drug abuse. I also referred to research that showed the links between these conditions and crime. But just as I thought I was gaining the support of my audience I was rudely interrupted by a glaring Selebi shouting at me to 'shut-up' and to 'stop talking nonsense'. And that was that. I was silenced before I could properly argue my case.

The irony is that this incident and many similar types of scenes at the leadership level under Selebi - which I witnessed - led to a situation less than two years later when I was able to teach precisely these principles to large groups of up-and-coming police officers at various universities. After the Selebi-incident I took early

¹ President's Commission on Law Enforcement and Administration of Justice. 1967. In Hale, C.D., 1994. *Police patrol: operations and management*, 2nd ed. New Jersey: Prentice Hall Career & Technology

² Johan Burger. 1999. 'Die moets en die mites van misdadaavorkoming' [The musts and the myths of crime prevention]. *Servamus* (Safety and Security Magazine). July & August. Pretoria: SARP Publishers

retirement and took up a senior lecturer's position at the Tshwane University of Technology where I was able to teach crime prevention and policing for two years to many students in policing. I also continued with my own research and completed a doctorate in policing during 2005 at the same institution. In 2007 and based on my thesis I published a textbook titled '*Strategic perspectives on crime and policing in South Africa*'.³ This book later became either prescribed or listed as recommended reading at a number of South African universities.

In 2006 I joined the Institute for Security Studies (ISS) as a senior researcher focusing on crime and policing. I was however able to continue with the supervision of students in policing and my book became a study guide for many. In addition, various invitations to speak at study groups or conferences on the subjects of crime and policing followed. During these lectures and briefings, I continued to emphasise the need for an integrated approach to crime where all relevant government agencies, including but not limited to the police or the criminal justice system, jointly discuss and agree on approaches to crime that will cover as much as possible of the risk factors.

A personal highlight was an approach in 2017 by the Namibian Police Force to the ISS for assistance with what was initially termed a national crime prevention strategy for Namibia.⁴ The title of the final document was later correctly changed to *The National Integrated Crime Combating*

³ Johan Burger. 2007. *Strategic perspectives on crime and policing in South Africa*. Pretoria: Van Schaik Publishers

⁴ Gareth Newham. 2018. *Spotlight: putting ISS' crime prevention expertise to work in Namibia*. 25 January. Pretoria: Institute for Security Studies (ISS). Available at: <https://issafrica.org/impact/spotlight-putting-iss-crime-prevention-expertise-to-work-in-namibia>

Strategy (NICCS) 2021-2025.⁵ It turned out that the idea for such an integrated strategy originated from the Inspector General of Police in Namibia already back in 2015. At the time he studied policing at the Tshwane University of Technology and later showed us a much worn and thoroughly used copy of my book!

In many ways South Africa's National Crime Prevention Strategy (NCPS) in 1996 attempted to achieve an integrated approach to crime prevention very similar to what I was beginning to call for. But it soon became clear that the medium- and long-term objectives of the NCPS were simply not politically acceptable at a time when serious and violent crime were beginning its unexpected upward trend.⁶ The political leaders wanted immediate results and accordingly fell back on the established way of thinking with calls for a police operational response, soon aptly referred to as a crime combating approach which in 2000 developed into a full-blown National Crime Combating Strategy (NCCS).⁷ This put us firmly back on a purely policing approach to solving this countries complex and multi-dimensional crime problem with a one-dimensional approach.

⁵ As far as I can determine the NICCS is not available on line but for those interested a copy could probably be requested from the office of the Premier of Namibia. The Premier is responsible for overseeing the effective implementation of the strategy.

⁶ Janine Rauch. 'Changing Step: Crime prevention policy in South Africa.' In Eric Pelser, ed. 2002. *Crime Prevention Partnerships: Lessons from practice*. Pretoria: Institute for Security Studies, 9-26. Available at: <https://issafrica.org/research/books/crime-prevention-partnerships.-lessons-from-practice-eric-pelser-ed>

⁷ The term 'crime combating' as it was used in the NCCS referred to a largely one-dimensional police operational approach and was completely different from the multi-dimensional approach of the *National Integrated Crime Combating Strategy (NICCS)* of Namibia.

South Africa's crime challenges are huge and as Dr Chris de Kock will no doubt show elsewhere in this edition of *The Compassionate Confronter*, we are regaining the upward trends in our serious and violent crime trends that we had between 2011/12 and 2019/20. This was briefly interrupted during 2020 and 2021 with the unnatural situation we had as a result of Covid and the various lockdown phases. In this regard Prof Rudolph Zinn and I, in an ISS Today article in June 2020 made the following prediction:⁸

Lockdown in response to COVID-19 brought substantial, albeit short-term improvements in public safety. Now that restrictions are lifting and the country faces large-scale job losses and associated adverse social conditions, we are likely to see a gradual return to pre-lockdown crime levels. They may even be worse.

Finally, the good news is that there are indications of new attempts at establishing an integrated crime 'prevention' approach for South Africa. The Civilian Secretariat for Police Service developed what is termed the *Integrated Crime and Violence Prevention Strategy (ICVPS) 2022* with the following apparent slogan: 'A whole of government and whole of society approach'.⁹ The strategy is linked to the White Paper on Safety and Security of 2016 and was approved by the Minister of Police on 6 March 2022. It certainly is a

huge step forward should it reach implementation. It is also worrying that it does not allow for much flexibility beyond its six pillars (an effective, responsive criminal justice system; early intervention; victim support; effective service delivery; environmental design; and community participation) and accordingly does not appear to consider the broader socio-economic conditions referred to in this article.

**Editor's note: Endnotes are on the last page of the magazine*

The highest increase in murder ever in democratic South Africa: a murder explosion hits South Africa in 2021/2022.

By Dr Chris de Kock
(*Independent Analyst: Crime, Violence and Crowd Behaviour*).

When the 2021/2022 fourth quarter (1 January 2022 to 31 March 2022) crime statistics were released by the Minister of Police, Bheki Cele, on Friday 3 June 2022 most of the media attention was on President Cyril Ramaphosa's Phala Phala game farm "intrigue" and it is basically still focused on that. In this process the very shocking crime picture of South Africa and the even more shocking picture of Gauteng, which was presented to the Gauteng Legislature, by Provincial Commissioner Elias Mawela on 14 June 2022, got low media attention. It is as if South Africans had become so used to violent crime that we just carry on with our lives.

When this analyst saw the 22.2% and 45.2% fourth quarter increases for murder in respectively South Africa and Gauteng he summed the South African murder figures for the four quarters to come to a 2021/2022 murder figure which is 24 865 for South Africa. When this figure of 24 865 is compared to the 2020/2021 COVID year figure of 19 972 and the figure of 21325 for 2019/2020 (the last normal year before COVID), the percentage increases were respectively 24.5% and 16.6%. The

⁸ Johan Burger & Rudolph Zinn. 2020. 'Lifting lockdown: a double-edged sword for public safety?' *ISS Today*. 23 June. Pretoria: Institute for Security Studies (ISS). Available at: <https://issafrica.org/iss-today/lifting-lockdown-a-double-edged-sword-for-public-safety>

⁹ Civilian Secretariat for Police Service. 2022. *Integrated Crime and Violence Prevention Strategy (ICVPS) 2022*. 6 March. Pretoria. Available at: http://www.policeseecretariat.gov.za/publications/policies_documents.php

16.6% increase is much more reliable and realistic than the 24.5%. The 2020/2021 COVID year should never be used as a baseline since it was a totally abnormal year when it comes to human behavioural patterns (e.g., human daily movement, interaction *et cetera*).

When this 24 865-murder figure for 2021/2022 and the fact that there was a figure growth of 3 540 and a percentage growth of 16.6% is accepted and it is compared to all the financial years since the moratorium on crime statistics in 2000/2001 as in Table 1, it then becomes clear that of the 11 increases in the 20-year period the 16.6% of 2021/2022 was by far the highest. The next highest was a 6.9% increase in 2017/2018. The average of the ten other increases was 3.6%. The 2021/2022 increase was thus 4.6 times higher than the average of the other ten increases. Nearly 34.8% of the 10 116 counts of murders which were added to the murder count in the 11 years was added in 2021/2022. What makes it even more disturbing is the fact that during each of the four quarters the growth in the count of murders was increasing.

Table 2 shows the number of counts as well as the percentage increases for each of the four quarters. It also contains the proportion of counts which make up this 3 524 counts growth in 2021/2022 (see last row). From this table it is clear that murder during 2021/2022 increased by 6.7% in the first quarter, 13.2% in the second quarter, 16, 0% in the third quarter and a very significant 32.6% in the fourth quarter. As a result of these growing quarterly increases nearly 70% of the murder increases were registered in the second half of 2021/2022. It seems in the second half of 2021/2022 there was literally a **murder explosion**.

Table 1: Murder counts, count increases or decreases, percentage increases or decreases and ratios for the 20 years since 2001/2002.

YEAR	2001 /200 2	2002 /200 3	2003 /200 4	2004 /200 5	2005 /200 6	2006 /200 7	2007 /200 8
COUNTS	21 405	21 553	19 824	18 793	18 545	19 202	18 487
COUNT IN- CREASE/DEC REASE	--	148	-1 729	-1 031	-248	657	-715
% IN- CREASE/DEC REASE	--	0.7%	- 8.0%	- 5.2%	- 1.3%	3.5%	- 3.7%
RATIO	48.0	47.4	42.7	40.3	39.5	40.5	38.6
YEAR	2008 /200 9	2009 /201 0	2010 /201 1	2011 /201 2	2012 /201 3	2013 /201 4	2014 /201 5
COUNTS	18 148	16 834	15 940	15 554	16 213	17 023	17 805
COUNT IN- CREASE/DEC REASE	-339	-1 314	-894	-386	659	810	782
% IN- CREASE/DEC REASE	- 1.8%	- 7.2%	-5.3	- 2.4%	4.2%	5.0%	4.6%
RATIO	37.3	34.1	31.9	30.7	31.3	32.1	33.0
YEAR	2015 /201 6	2016 /201 7	2017 /201 8	2018 /201 9	2019 /202 0	2020 /202 1	2021 /202 2
COUNTS	18 673	19 016	20 336	21 022	21 341	19 972	24 865
COUNT IN- CREASE/DEC REASE	868	343	1 320	686	319	-1 369	4 89 3 524
% IN- CREASE/DEC REASE	4.9%	1.8%	6.9%	3.4%	1.5%	- 6.4%	24.5 % 16.6 %
RATIO	34.0	34.0	36.0	36.4	36.3	33.5	41.3

Further scrutiny of the last ratio row of table 1 reveals that in 2001/2002 the murder ratio was 48.0 per 100 000 of the population. Murder was one of the contact crimes that President Thabo Mbeki instruct the SAPS to reduce with between 7 to 10 percent per annum for the 10-year period starting in 2002/2003. To reach this target SAPS used a specific approach (called the geographic approach to, for example, target specific murder flashpoint stations). Daily operations were based on intelligence (crime mapping, timeline analysis,

linkage analysis and environmental scanning). This intelligence-driven visible policing was applied consistently until a year after the 2010 Soccer World Cup. The crime ratio decreased from the 48.0 murders per 100 000 of the population just before the President’s instruction to 30.7 per 100 000 in 2011/2012 (the year after the World Cup). That was a 36% decrease over a period of 10 years.

Over the next 8 years (from 2011/2012 to 2019/2020) the murder ratio increased every year which result in an 18.2% increase. Then came the abnormal COVID year (2020/2021) with a ratio decrease and then the murder explosion in 2021/2022 with a ratio increase of 13.8% calculated against 2019/2020.

Table 2: The number and percentage/proportion of murder counts registered in each of the four quarters of 2021/2022, as well as the percentage increase in each quarter compared to the similar quarter of 2019/2020.

QUARTER OF 2021/2022	FIRST QUARTER (APRIL-JUNE 2021)	SECOND QUARTER (JULY-SEPTEMBER 2021)	THIRD QUARTER (OCTOBER-DECEMBER 2021)	FOURTH QUARTER (JANUARY-MARCH 2022)
Counts increase per quarter compared to 2019/2020	362	717	951	1 494
% increase per quarter compared to 2019/2020	6.7%	13.2%	16,0%	32.6%
Proportion of the annual increase	10.3%	20.3%	27.0%	42.4%

The **murder explosion** in 2021/2022 holds very serious implications for South

Africa. If this continues in 2022/2023, violence and the violent reaction to the murders, can spin out of control and gain momentum of its own. Aggravated robberies in the poorer townships and informal settlements have already become endemic, and the population (who had lost trust in the SAPS) more frequently take the law into their own hands with deadly consequences.

Murder is seen internationally as the most reliable and comparable crime trend. It is basically a body count of people who were intentionally killed. To make it more comparable, countries usually provide murder statistics and trends in ratios (number of murders per 100 000 of the population). Murder ratios is one of the important stability indicators in risk analysis of countries, areas, and cities as investment and tourist destinations. A sudden explosion of murder in South Africa can seriously impact negatively on brand South Africa.

In Table 3, South Africa’s murder ratio and position compared to other countries in the World are provided. In the table, only the top ten murder countries are depicted. This is according to a report of www.statista.com “World most dangerous countries by murder rate, 2022.” With this explosion of murder in 2021/2022 South Africa shifts upwards in the ranks (see yellow rows). Before the murder explosion of 2021/2022, South Africa ranked as the eighth country of the world from the top. As if that was not bad enough already, South Africa now ranks fourth. If something is not done urgently South Africa can soon beat Lesotho and Jamaica and even eventually beat El Salvador to the first position.

Table 3. Crime ratios and positions for the top ten murder countries in the world.

COUNTRY	RATIO	POSITION FROM THE TOP.
El Salvador	52.02	Position 1.
Jamaica	43.85	" 2.
Lesotho	43.56	" 3.
South Africa (after murder explosion)	41.34	" 4.
Honduras	38.93	" 4.
Belize	37.79	" 5
Venezuela	36.69	" 6
Saint Vincent and the Grenadines	36.54	" 7
South Africa (before explosion)	36.40	" 8
Saint Kitts and Nevis	36.09	" 9
Nigeria	34.52	" 10

It is now high time for the top management of the SAPS and the Minister of Police to stop believing themselves that South Africa's murder is **only** generated by people's behaviour (by drinking too much alcohol, having arguments which become physical assault and end up in murder). According to SAPS own detailed quarterly and annual briefing documents on their website, there are clearly more important generators of murder which is also much more policeable. The time had arrived to ask themselves how murders decreased from 48.0 per 100 000 of the population in 2001/2002, to 30.7 per 100 000 in 2011/2012 and then to increase to 36.3 per 100 000 in 2019/2020 and then to explode to 41.3 in 2021/2022. Questions which should have been asked at National and Provincial Crime Combatting Forums. One can just wonder, if there is still a NCCF (National Crime Combatting Forum) and Provincial Crime Combatting Forums (PCCF's) if murders increase with 6.7% in the first quarter, 13.2% in the second quarter, 16,0% in the third quarter and 32,6% in the fourth quarter...

PHD FOCUS

Engaged scholarship research: On academic relevance and relevant academics.

By Professor Erwin Schwella
(Dean of Social Innovation, Hugenote Kollege, RSA)

In his ground-breaking research, Sir Austin Bradford Hill (1897 – 1991), an English epidemiologist and statistician, demonstrated the connection between cigarette smoking and lung cancer. Hill pioneered clinical trials to determine the effectiveness of medical treatment through randomized treatment allocation and blinded outcome assessment.

This resulted in evidence-based medicine, postulating that, while theory and fundamental research are essential, these academic efforts nevertheless provide an insufficient basis for the application of scientific knowledge. Such application also requires applied research in relevant settings.

Hill formulated these four questions on research relevance for discoverers and users of academic outputs.

- Why did you start?
- What did you do?
- What answer did you get?
- And what does it mean anyway?

What does it mean anyway? This is the relevance question.

This question will become significantly more relevant in academic debates on academic action, scientific rigour, and social impact post COVID-19 as well as in a world continuously faced with increasing and deepening wicked problems related to volatility, uncertainty, conflict, and ambiguity. COVID-19 is also only one of a set of probably recurring phenomena which reveals the deeply systemic global, national, and local challenges brought about by

over-population, increasing scarcity unequally distributed to the disadvantage of the poor and powerless, poverty, unemployment, corruption, and bad self-serving leadership.

Wicked problems are seemingly increasing exponentially in nature, scope, and impact. At the same time, resources to deal with these increasing and more complex wicked problems academically and practically will diminish dramatically. In research, this context calls for pragmatic, relevant and impactful knowledge discovery and dissemination which are simultaneously scientifically rigorous and socially impactful and necessary in a continued quest for academic, professional, and applied relevance.

Going forward, after the pandemic and into further crises, therefore, the unholy trinity of wicked problems – inequality, poverty, and unemployment – will spread like a global virus. Myriads of related deeper problems will spawn from this trinity, driven by contemporaneous contextual challenges. The pre-COVID-19 Global Risks Report of 2019 refers to these contextual challenges as a global-wide presence of worrying geopolitical and geo-economic tensions, which if unresolved, “...will hinder the world’s ability to deal with a growing range of collective challenges, from the mounting evidence of environmental degradation to the increasing disruptions of the Fourth Industrial Revolution.”

COVID-19 made these assessments significantly more complex and will result in adding more, and potentially more destructive, wicked problems to confront the global community. This is confirmed in the Global Risk Report of 2022, which captures the following expert-assessed aspects of global risks:

- “...the Global Risks Perception Survey perceive societal risks—in the form of “social cohesion erosion”, “livelihood crises” and

“mental health deterioration”—as those that have worsened the most since the pandemic began.

- Only 16% of respondents feel positive and optimistic about the outlook for the world, and just 11% believe the global recovery will accelerate. Most respondents instead expect the next three years to be characterized by either consistent volatility and multiple surprises or fractured trajectories that will separate relative winners and losers.
- For the next five years, respondents again signal societal and environmental risks as the most concerning. However, over a 10-year horizon, the health of the planet dominates concerns: environmental risks are perceived to be the five most critical long-term threats to the world as well as the most potentially damaging to people and planet, with “climate action failure”, “extreme weather”, and “biodiversity loss” ranking as the top three most severe risks. Respondents also signalled “debt crises” and “geo-economic confrontations” as among the most severe risks over the next 10 years.”

The Russian invasion of the Ukraine and the subsequent Russian instigated war in the Ukraine, which broke out just after the publication of the 2022 Global Risk Report is an indication of an already occurring geo-economic confrontation confirming the 2022 concern, and prediction, referred to above.

The current reality is that the future is not what it used to be.

This significantly and profoundly impacts the academic, professional, and practical question for research and academic practices: Wicked problems will remain and be an ever-increasing academic and policy challenge well into the future and will affect the continuing quest for academic and

research relevance. Given this reality and predicted continuous challenges, the other three questions also become more relevant for academic practice and practicing academics: Why did you start? What did you do? What answer did you get?

For current purposes, it is argued that multiplying, broadening, and deepening post- COVID-19 wicked societal problems necessitates innovative insights and actions into these three academic focus areas:

- social innovation
- engaged scholarship
- learning leadership

These focus areas require trans-disciplinary and inter-sectoral academic, professional, and practical analyses and applications in terms of theory, method, and practice. This calls for relevant and committed research with researchers seriously asking the questions referred to above, being:

- Why did you start?
- What did you do?
- What answer did you get?
- And what does it mean anyway?

Together they represent a potential kick-start of the quest for pracademic relevance and relevant pracademics both during and post-COVID-19. By consistently and consciously asking these questions, we can co-create relevant solutions to wicked problems in trans-disciplinary and intersectoral knowledge partnerships.

Answering these questions also involves attention to the leadership and professional quests in research for social innovation, engaged scholarship, and learning leadership to increase the impact of relevant pracademic research.

Social Innovation according to the Stanford Graduate School of Business, “is the process of developing and deploying effective solutions to challenging and often systemic social and environmental issues in support of social progress. Social innovation is not the prerogative or privilege of

any organizational form or legal structure. Solutions often require the active collaboration of constituents across government, business, and the non-profit world.”

Engaged scholarship is the co-creation and application of knowledge in relationships that increases the capacity to address the issues of all partners. Engaged scholarship is participatory and values collaborative community partners. It benefits the participating community partners from all sectors in ways that are identified by them as being significant and effective. Engaged scholarship furthers the scholarship of the pracademics involved in ways that are recognized as having academic impact and community impact.

Learning leadership is relevant when good leadership requires facilitating prototype solutions to complex adaptive wicked societal problems. Good leadership, for this purpose, is leadership without easy answers. Good leadership, as effective and ethical leadership, can and should benefit from many influences and inputs. Learning leadership requires evidence-based influences, inputs, such as evidence, information, knowledge, and informed partnerships to enhance co-creative participation. This contributes to the quality and legitimacy of leadership analysis and action. Learning leadership facilitates learning that builds individual competencies and institutional capacity towards resilient, agile, and sustainable prototype solutions. Instead of having “strong” leaders falsely pretending to have easy answers, learning leadership relies on learning experimentation rather than direct action to address dilemmatic challenges. Learning leadership facilitates a process to find answers to the following learning leadership questions:

- What happened? Answers to this question result in systematic and descriptive qualitative and quantitative assessments of performance trends based on empirical evidence.
- Why did this happen? Answers to this question result in a diagnostic

analysis based upon provisional explanations of actions and the probable impact of these actions related to increasing or decreasing performance.

- What can I/we learn from this? Answers to this question uncover lessons towards improved individual learning-based competencies contributing to personal mastery, team learning, and systems thinking which challenge current mental models through individual empowerment and team learning.
- How can the learning be used and built back into the system to improve the quality and performance of the system? Answers to this question result in enhanced prognostic institutional capacity building towards continuous performance improvement.

Social innovation, engaged scholarship and learning leadership provisionally meet the requirement for being “pracademically” relevant as they explicitly address the questions: Why did you start? What did you do? What answer did you get? And what does it mean anyway? By consistently and consciously asking these questions, relevant research can co-create relevant solutions to wicked problems in transdisciplinary and intersectoral knowledge partnerships.

This is the desired future research ideal and required future research agenda.

Suggested reading

Kristen M. Fedak, Autumn B, Zachary A. Capshaw, S (2015) Applying the Bradford Hill criteria in the 21st century: how data integration has changed causal inference in molecular epidemiology. *Emerging Themes Epidemiology*. 2015; 12: 14. Published online 2015

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Schwella, E (2019) [Post-COVID 2019 Academic Pointers: On Social Innovation, Engaged Scholarship, and Learning Leadership - International Leadership Association \(ilaglobalnetwork.org\)](#) (Accessed 30 June 2022)

The Global Risk Report 2022, Global Risks Report 2022 | World Economic Forum (weforum.org) (Accessed 30 June 2022)

The Global Risk Report 2019; World Economic Forum (weforum.org) (Accessed 30 June 2022)

THE EMERGING RESEARCHER

Stop Trafficking: A Voice for Freedom

By Pastor Adri Olivier
(BA Ministry)

“No, don’t hurt me, please don’t hurt me again!”

This is the cry of over 2 million children trapped in sex trafficking across the globe. You may be surprised to hear that a startling 99% of victims are never recovered. While no one wants to sit and think about the horrors of human trafficking, the reality is that anyone can fall prey to this heinous crime - a daughter, a brother, an uncle, or a neighbour. With only a mere 1-2% of traffickers ever convicted we must face this scourge head-on to protect and warn those we love.

Various tools are used to traffic children. The very young are easily swayed by the promise of sweets, a puppy, or a new toy. Teens are equally susceptible. The lure of becoming a famous soccer player or world-famous model or even the gift of free airtime or a new phone is enough to sway many teens to follow danger without them even knowing it.

As anyone can be manipulated, prevention is always better than cure. As an organisation STOP TRAFFICKING OF PEOPLE aims to mobilise, encourage, and empower individuals and groups through our programmes. We create awareness through educational programmes, which are presented to schools, tertiary institutions, teachers, parents, the community, and social workers. With STOP JUNIOR we have developed the Mini, Midi and Maxi programmes covering Pre-Primary, Primary, High School, and even Colleges & Universities, ensuring we speak the correct, age-appropriate language that can be understood and related to.

When visiting high schools, we endeavour to show children how easily and quickly children are trafficked. We often open our talks with a stranger coming on stage who is brought through by the principal just before we start. The stranger is then introduced as a well-known company representative and soon they are actively hyping up the children with gimmick talk and loads of promises. The children eagerly engage with this perfect stranger who they now feel is a new friend. As the speaker continues and tells the children about their wonderful social media campaign, a request is made saying they are looking to employ 5 kids who can each earn R2000 cell phone vouchers monthly plus the latest iPhone by merely posting a weekly social media advert. They are then requested to come on stage but only if they have their Identification Document with them. The kids scramble out of their seats to be first. Once on stage our team appears and shouts out, "Well done guys, you have just been scammed. Once your ID is taken you are a prisoner for life." There are immediate gasps followed by a hush across the whole auditorium, only then do we proceed for we then have a very attentive audience. Our campaigns are all teacher and pupil preventative awareness education, we are available to any school in the Western Cape, Limpopo, Gauteng, and

Polokwane and are always looking for new volunteers to help us spread the message.

Certain social media apps are aimed at grooming the vulnerable. TECHWISE is the Social Media presentation and application through which we extend help to all individuals and communities by using valuable information and awareness. We also make parents aware of the latest online kid's speech to communicate without creating suspicion should their parents happen to see any text messages. We can show parents how to safely put a tracker on their child's phone to ensure they know their child's whereabouts. These safety tools have already proved their worth in the quest to prevent human trafficking and counteract vulnerability.

Adults are also easy targets and with over 40 million trapped globally, often those targeted are alone, without work, pregnant or sick, the vulnerable being prime targets. A job offer that seems too good to be true, probably is. If we can prevent a person from being trafficked, then time and resources don't have to be spent on the process of restoration. We address the various issues through STOP ADULT TALK. Stop has an in-house agency, namely PREVENTION VERSUS CURE, which is a free job vetting agency. Always be on the lookout to ensure any company offering a job is checked out thoroughly. Look at the street address online, it should always correspond with the address on the advert. Check if the company is registered, are the phone numbers consistent. We offer a free service whereby we assist those who are not sure if a company is valid and would like it vetted and checked out. Please go to our web page for further

info: www.stoptrafficking.org.za or www.preventionversuscure.com

Once a loaf of bread is bought and consumed, you must buy another one. A human being is seen as a high-earning commodity who is repeatedly sold, over and over, until they die of Aids or other complications due to abuse. A truly horrifying thought, but one that must be faced. Often individuals come from broken homes and are so starved for love and acceptance they are willing to go with a man or woman who offers them the security and attention they don't have. STOP TRAFFICKING OF PEOPLE supports the public with awareness programmes to prevent any individual from being Tricked, Trapped and Traded.

We also support two safe houses and life skill organisations with practical assistance, Love Boxes, clothing, Bibles, and much more as we are able. When visiting various organisations that have taken vulnerable women into work projects, we aim through dialogue and interpreters to convey the message of love and wholeness through Jesus Christ. Men and women who come from broken homes and abusive family lives often end up mistreated, hanging out in bars, shebeens or clubs, offering their bodies to paying customers. Their self-worth is so destroyed they don't believe they deserve any better. A gold ring that slips off a finger and into the mud will appear dirty and worthless. But once this same ring is picked up and washed off, the brilliance of the gold shines once more. Is this gold ring any less valuable? No, and so is the love of Jesus Christ for each of His children, He eagerly awaits

to wash each one clean and to welcome them home.

Our aim is to always treat all people with love, humility, kindness, compassion, and respect as we mobilise, encourage & empower individuals and groups through our various programmes. STOP TRAFFICKING is compelled to fight for justice, always raising a voice for the voiceless, lending a hand to the vulnerable, but never turning our backs on the defenceless.

Please, if you see something, say something... Here are some contact particulars:

The SA National Human Trafficking Hotline: 0800 222 777

STOP TRAFFICKING OF PEOPLE:
081 720 7181

Social Media:
@StopTraffickingOfPeople;
@STOPsouthafrica

How can you help? In two ways mainly:

- 1 We desperately need more volunteers. Please contact us should you want to join up with us.
- 2 We, also desperately, need ongoing financial support. STOP is registered to issue section 18A tax certificates. Should you want to contribute, please donate R25 by sending us your name on SMS to 42160. Alternatively, here are our banking details: Stop Trafficking of People NPC, First National Bank, account number 62345432885, branch code 200510 (Somerset West), Swift Code FIRNZAJJ.

NEW RESEARCH

By Chris Botha

Document type	Abstract of an original degree-based research assignment.		bosch University. Petrus lives in Knysna on the Garden Route coast, works independently as the managing director of Econ-I Consulting and loves surfing.
Source	<p>Van Niekerk, P. (2021). Financing Climate Change Adaptation in South Africa through Carbon Finance: An Exploratory Analysis of Carbon Pricing Policy and Carbon Market Mechanisms with specific reference to Selected Carbon Offset Projects.</p> <p>Research assignment presented in partial fulfilment of the requirements for the degree MPhil in Development Finance in the Faculty of Economic and Management Sciences at Stellenbosch University. Supervisor: Prof E Phimister.</p>	Date received.	4 April 2022
Author of this document	<p>Petrus Van Niekerk (author of original source) has held project management, capacity building, and managerial positions at Stellenbosch University, in the Economic Development & Planning Directorate of the South African Local Government Association (SALGA), and at the Knysna Local Municipality (where he held the position of Economic Development Manager for several years). Amongst other qualifications, he holds the degrees MCom in Public and Development Management and MPhil in Development Finance, both from Stellen-</p>	<p>This study examines carbon pricing as a climate finance mechanism in the context of a selected developing economy – South Africa. The research investigates the process of creating and trading carbon credits generated by carbon offset projects in a baseline-and-credit system. Available data indicate growing trade volumes in the compliance and voluntary carbon markets, and in the sectoral and geographical distribution of carbon offset origination and trade. No central, uniform global carbon market exchange exists, which creates market distortions and imperfections. The research process can be classified as an exploratory study which includes a theoretical analysis of carbon pricing market instruments coupled with a case-based analysis of two carbon offset projects in South Africa: one that focuses on biochar production, and the second on non-traditional impact agriculture. The two in-depth case studies include a financial forecasting model that illustrates the impact of project-specific carbon offset characteristics on overall project revenue, and the cost-effectiveness of having a carbon offset project. The researcher found that carbon offset projects are characterised by inconsistency in prices and major variability between different types of projects due to differences in carbon accounting methods, emissions reduction potential and spot prices despite the VCS and other certification bodies' attempt to standardise carbon pricing. Carbon offset projects that cannot produce carbon credits at scale and sell them at sufficiently high prices might not attract significant financial resources, despite having marketing and other strategic value. The literature review and case studies confirm that carbon prices are far too low at this stage, and there-</p>	

fore that carbon prices have limited impact on the funding of carbon offsets, or on the environment. A significant finding is that emissions produced during production processes or project activities could render the carbon flux to be negative and render a carbon offset project futile. The concept of ‘additionality’ remains open to interpretation, despite it being the central carbon accounting tool that determines the carbon sequestration quantities and therefore volume of carbon credits produced by a given carbon offset project. There is a need for transparency in carbon offset contracting, especially in the case of forward contracts for the purchase and supply of carbon credits that have not yet been produced through carbon offset activity, which therefore require further applied research investigation. There currently exists no standardised index of carbon market prices traded in the voluntary carbon market. Regular and frequent publication of pricing data in an indexed format would provide benchmarks for the pricing of carbon offset future contracts. The lack of a uniform process and the young age of the market create uncertainties and market inefficiencies that make accurate investment planning and related decisions to invest in carbon offsets challenging. The development of an integrated global carbon market with price uniformity by type of carbon offset project is recommended, as this would increase overall market efficiency.

GOVERNANCE

BAROMETER

The State of Local Governance in South Africa.

Compiled by Chris Botha, using the Auditor-General Report* and information supplied by Dr Dirk Brand, Adv Thys Giliomee (former Municipal Manager), Mr Johan Jacobs (former Municipal Manager), Dr Len Mortimer, and Mr Deon van der Westhuizen (CA SA).

“A culture of performance, accountability, transparency and integrity should be a shared vision for all involved in local government” (Auditor-General Tsakani Maluleke on page 59 of her report).

The Auditor-General’s report on her office’s audits at local government level was released in the public domain on 15 June 2022. Here follows a summary of some issues that may be of interest to our readers.

Classification of A-G audit opinions and results

Opinion	Explanation	Municipalities per opinion (%)
Unqualified with no findings (clean)	The municipality produced financial statements free from material misstatements (in other words, errors or omissions that are so significant that they affect the credibility and reliability of the financial statements). The municipality	18%

	produced quality performance reports that measure and report on performance in a manner that is useful and reliable. The municipality complied with key legislation.			
Unqualified with findings	The municipality was able to produce quality financial statements BUT struggled to produce quality performance reports and/or to comply with all key legislation.	56%		financial statements. Typically, municipalities in this opinion class are unable to provide sufficient supporting documentation for the achievements they report in their performance reports and do not comply with key legislation.
Qualified with findings	The municipality's financial statements contained material misstatements that were not corrected before the financial statements were published. The municipality also had challenges with the quality of the performance report and/or compliance with key legislation.	20%		
Adverse with findings	The municipality's financial statements included so many material misstatements that the A-G disagreed with virtually all the amounts and disclosures in the	1%		
			Disclaimed with findings	The municipality could not provide the A-G with evidence for most of the amounts and disclosures in the financial statements. The A-G was therefore unable to conclude or express an opinion on the credibility of the financial statements. Typically, municipalities in this opinion class are unable to provide sufficient supporting documentation for the achievements they report in their performance reports and do not comply with key legislation.
			Outstanding audits	Audits not completed as the Municipal Manager has not submitted the financial state-
				4%
				1%

	ments for auditing by the legislated submission date.	
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On the relatively positive results on unqualified opinions (74%), the A-G remarks as follows (p 4 of media release dated 15 June 2022): “The vast majority of unqualified audit opinions are only achieved after the auditee was given an opportunity to correct the annual financial statements, which is not sustainable”.

Consultants

Municipalities are paying millions of Rands to consultants for very basic tasks that should be done within the municipality itself, where the municipal employees receive salaries and benefits that cost the taxpayer a sizable amount of money per year. For example, the Chris Hani municipality in the Eastern Cape paid a consultant R34-million for VAT submissions. Typically, consultants are used in two instances: where the municipality has a lack of skills, and where the municipality experiences a vacancy gap. However, the A-G remarks (p 28 of the Report) that “...inability of these municipalities to master credible financial reporting means that they appoint consultants year after year without ensuring that skills are transferred to municipal staff”. An intended short-term solution is therefore continued indefinitely. In total, says the A-G, “...79% of municipalities reappointed consultants used in the previous year”. To make matters worse, consultants were rarely used for complex matters, but rather for basics that should have been mastered by the paid officials.

Remuneration

Remuneration (Employee and Councillor related costs) is expressed as a percentage of total operating expenditure: the norm ranges between 25% and 40%.

Mossel Bay Local Municipality’s typically achieves 31%, while Hessequa Local Mu-

nicipality achieves 34%. This is because Mossel Bay as an area is relatively concentrated geographically, and therefore the delivery of services are also concentrated. Hessequa serves several towns some distance from the seat of the municipality, which leads to placement of staff to deliver some services in these towns (the “duplication of services”-effect). This duplication supports municipal service accessibility to the inhabitants of those towns. However, some municipalities, especially those in other provinces than the Western Cape Province, exceed the norms.

District Municipalities do not generally deliver services but are engaged in coordination and planning work. Their remuneration costs often exceed the norm as their total operating expenditure is smaller.

However, the use of consultants should be seen in conjunction with the remuneration issue. The norm for contracted services as a percentage of total operating expenditure ranges between 2% and 5%. Indiscriminate use of consultants could easily lead to a situation where the overall expenditure on remuneration and contacted services exceeds the sum of the norms.

Are municipalities investigating audit findings into fraud or improper conduct in supply chain management processes properly?

Investigation status at municipalities	% of Municipalities
Municipalities investigated ALL the findings	35%
Municipalities investigated SOME of the findings	13%
Municipalities investigated NONE of the findings	52%

The National Director of Public Prosecutions and the Directorate of Priority Crime Investigation are particularly concerned about the Free State Province. Advocate Shamila Batohi and Hawks General Tebelo Mosikili are reported in the media on 15 June 2022 as saying that 45 cases of corruption, fraud, and mismanagement to the value of R700 million are being investigated in that Province.

Repeatedly disclaimed municipalities

Province (alphabetical)	Municipalities	Number of disclaimed opinions
Free State	Maluti-A-Phofung Masilonyana Tokologo	1 (also , has not submitted financial statements for auditing for 4 years) 3 (also , has not submitted financial statements for auditing for 2 years) 3
Northern Cape	Joe Marolong !Kheis	5 4
North West	Madibeng Mamusa Lekwa Teemane Ramotshere Moiloa	5 5 4 4
Mpumalanga	Govan Mbeki	3

Reasons for disclaimed opinions are identified by the A-G as follows: leadership instability (both at political as well as administrative level), poor oversight by councils, significant financial health problems, pro-

tests and strikes, a lack of consequences, and interventions that were not effective.

Metros

Not one of the big metropolitan municipalities received a clean audit. In fact, of 257 municipalities, only 41 received a clean audit from the A-G's teams. There were no clean audits at all in the Free State Province, neither were there any clean audit in the North-West Province. In fact, up to 43% of all municipal expenditure in this province were irregular. The Western Cape Province, in contrast, has 22 clean audits out of 44 audits. Four audits improved compared to the previous year and one (Oudtshoorn Local Municipality) regressed.

**Auditor-General of South Africa: Consolidated general report on local government audit outcomes MFMA 2020-21. The Report was released in the public domain on 15 June 2022, and the Press Release forms part of the source.*

THE SCIENCE OF BEAUTY

A tale of Serendipity.... *

By Etienne Marais
(Lifelong birder, see www.etiennebirding.com)

In March of 2017 I was leading a birding tour to Southern Mozambique. On 3 March, while searching for the Green Tinkerbird some 30km inland from Inhassoro, I became aware that there were swifts overhead. Without giving it too much thought I recorded Common Swift on Birdlasser but did pause to think that it was odd that they were calling – and calling a lot. I have not heard the call of Common Swift often as they're mostly silent in Africa, so the calls were unfamiliar.

Later that afternoon – when we were back at Billfish Lodge, Inhassoro, overlooking the ocean, I became aware that a big flock of Swifts was above. There were probably

about 50 birds and they were calling a lot. Looking up they looked like Common Swifts in their GISS and flight action, although they seemed lazier than usual. After a very long day my birding group had dispersed and no camera capable of capturing the swifts was at hand! Initially on hearing the calls, African Black Swift came to mind – since I am familiar with them screaming in groups around a nesting cliff, but no – these calls were deeper in tone and seemed more mellow. Although the light was going some swifts flew to the east and with the setting sun on them, they looked quite pale compared to what I am used to on Common Swift – perhaps the *pekinensis* race? They seemed to have prominent pale throats.... something that seemed odd. Almost as an afterthought, I realized I should record the calls of the swifts and stuck my voice recorder in the air. Shortly afterwards the swifts seemed to be heading out to sea in a North Easterly direction...bizarre?

Later that evening when I updated my birdlasser list from the day, I pondered what to record? Nope, I don't know what they were. I recorded nothing on Birdlasser.

An active birding life is filled with many unanswered questions, and although the experience entered my mind a few times in the months that followed, I just never got around to doing much with that recording. I did listen to it after the trip, and I remember thinking that the recording was too faint to do much with.

Fast forward 3 years.

Sometimes in birding, serendipity plays a role – on 29 March 2020 I was chatting to my good friend (and birding legend) Gary Allport about “nocmig” (recording nocturnal bird migration) and we got talking about an odd snipe I saw the previous year in Mozambique. For some reason the conversation turned to swifts, and something called a Forbes-Watson's Swift which

breeds in Somalia, Socotra and southern Arabia and winters on the Kenya coast. Gary mentioned that Neil Baker in Tanzania had suggested they might come further south, and we should be looking out for odd swifts on the coast in Mozambique. Suddenly that weird experience at Inhassoro floated back into my memory.

What if?..... and then it was a hard-drive search for ancient sound files – I sent it to Gary and of course my other birding mentor, Faansie Peacock.

Gary put us in touch with swift expert Guy Kirwan as well as Brian Finch in East Africa. We all thought the recording sounds like Forbes-Watson's!

What followed was then an in-depth project to measure aspects of the Inhassoro recording and compare with data from other recordings of all the likely possibilities. A fascinating deep dive into the vocal world of Swifts!

With Faansie Peacock and Gary Allport, the results were published in the BOC Bulletin on 9 March 2021*.

The sound file of the Inhassoro birds has been loaded onto Xeno-Canto:

<https://www.xeno-canto.org/543748>

so do go listen. I have labelled as Forbes-Watson's Swift in anticipation! There is also a set of tagged recordings of “Large Brown Swifts” on Xeno-Canto:

<https://www.xeno-canto.org/set/5842>

so that you can listen to the comparison species more easily. I am also working on a ‘medley’ recording run at slower speed to help interpretation.

Meantime, all large dark swifts seen in Mozambique (especially near the coast) should be checked out for this species. If you have any photos or better still recordings, then do dig them out. With luck we will be able to understand the patterns of occurrence of all these large, dark, and rather mysterious birds better in the future.

**Editor's note: Serendipity indeed - the first record of Forbes-Watson's Swift for Mozambique and the southern African region. I found the scientific value of the vocal and visual analysis and comparison fascinating, and the published scientific article of the highest standard. The reference for the latter is as follows: Marais, E., Peacock, F. & Allport, G. (2021). First record of Forbes-Watson's Swift Apus berliozii in southern Africa, with comments on vocal and visual identification. Bulletin of the British Ornithologists' Club, 141 (1), pp 21 – 38.*

(<http://zoobank.org/urn:lsid:zoobank.org:pub:2B944092-B279-4F80-BA05-A56759A75EB4>)

LETTER TO THE EDITOR

Retirement years: a senior's perspective*

By Vivien Lotz

Make your retirement a purpose-driven period of life. The choice is yours, you can decide that your life is now over, even though you still have many productive years left in you ... or you can get involved in your community, do service to other seniors, and make a difference in their lives

Moving to a retirement village in my mid-60s was the best decision I have ever made. I didn't have the responsibility of a big house and its upkeep anymore. I was surrounded by peers (although I was one of the younger ones) and round the clock security guards gave me peace of mind.

Not having a frail care facility in our complex, I used my time to refresh my knowledge of first aid in case I was needed to assist in an emergency until medical personnel arrived. I was also instrumental in starting a monthly community newsletter in our complex, with snippets of inter-

esting information and a 'get to know your neighbour' article each month introducing another of the residents and a little about their lives. Furthermore, I kept myself busy by presenting trim gym classes to the seniors in and around the area north of Pretoria. We do exercises specifically aimed at movement in seniors and set the exercises to music from their own era.

It is imperative to keep active in your senior years and doing so in a club environment also helps with socialising for the lonely people. Making new friends assists with isolation in seniors who have lost their spouses after many years, bringing them into contact with others in the same position and helps them to adjust to being alone in their old age.

I am living my best life as a senior citizen and hope to have a long and fulfilling life as a pensioner.

**Editor's note: This letter was shared with us by the author in response to specialist gerontological pastor Dr Petrus Moolman's article (on the impact of Covid-19 restrictions on senior adults) in the March edition of The Compassionate Confronter (Vol 2 No 1).*

AROUET'S SPACE

To learn a political lesson.

By Arouet d'Afrique*

After two decades of blissful retirement, I met up with a former public service colleague the other day.

It was quite by accident – we were both at the shopping mall close to my house. I did not know my former colleague has moved to my neck of the woods. "Less crime, no potholes, municipality gets clean audits" he justifies. I reminded him that he was a card-carrying member of the ruling party, in fact that he was one of the first loyalists to be deployed in the public service with-

out the necessary qualifications or experience. So why would he decide to live in a local municipality not managed by his party?

Of course, I need to inform you at this point that I am not writing about the South African public service. In fact, I am not writing about South Africa at all. Also, none of the characters in this story are real – they are all figments of my very special imagination.

“Come on Whitey” he says (he told me many years ago that to call me Whitey was a term of endearment – it could have been *Boer*, which would not have created a good impression of me among his mates) “you know *mos* it’s not about these principles and integrity things that you talk about, it is all about power and money Bru”. “Come” he says “let us sit here and have a glass of wine. You need some real education, political education”.

Talking about names, nicknames, and the like, I am in the habit of giving people nicknames that only I know about. And I chuckle silently about the fact that nobody else knows who gets what nickname. Summa Epistemicidus is one of those nickname persons, also Duke, and I will write more about them below. If your readers like this note I will write about many other colourful characters in our political habitas. I am thinking of people like Directorus Delinquentia, Status Captura, Signum Projectum XXII, Ignoramus Maximus Educationis (the political overseer of regional education who do not understand the difference between a university, a private provider of higher education and a technical and vocational education and training college) the poor Stultus Morus who cannot deal with his emotions in public and Epistemologus Transportari who wants to prove in his doctorate that no people will die on the roads if there are no forms of transport to move them with. (The progress of this doctorate is apparently awaited in awe by Stultus Morus, who

once said that no people will die of gunshot wounds if there are no firearms in the country).

I sometimes see old Summa Epistemicidus on television, the famously incompetent freedom fighter in camouflage, seated on his lame old horse, trying to fight the one or other windmill with his broken lance. When I do, I cannot help but remember the degrees that he claimed (but has never achieved), or the mansion that he bought in a country (and never paid for) where the ruling party deployed him as our Ambassador (Extraordinary, Plenipotentiary and heaven knows whatever other titles they bestowed upon him), or the popular church where he borrowed money (which he could not repay, so he borrowed from someone else to repay the red-faced pastor and elders).

Duke has an estate close to the heartland of our country’s economic scene (“so I can be there where my money is”, he says). He became a billionaire somewhere between 2 February 1990 and 22 July 2010. Some economist (“no doubt a racist”, says Duke) worked out that it would be physically impossible for Duke, as but one person, to attend all the prescribed director’s meetings at the various companies who fed his banking accounts. Many employees live on the estate in houses that belong to Duke, but these are not close to his mansion, the golf course, Olympic size swimming pool and tennis courts. These serfs (as he calls them) are obliged to work, march and fight for Duke. He has built a bar on the estate where the serfs can drink and eat, in fact, where they spend the money that he pays them – minimum wage, of course. On Sundays, he has someone organising football games for the people on the estate (“to keep them busy and out of mischief, the English taught me that. They have been doing it for ages and people are neatly packed in big stadiums every Sunday, where the English can control them”). His three wives have some issues with each other,

but this does not concern Duke much. He has been reading over and again I am told, some strange old American book about making friends and influencing people. In fact, this book and some document called “our spy bible” travels everywhere with him. He has appointed a special loyalist (with the job title Keeper of the Books) to look after these two books. Of course, this means that Keeper of the Books also travels everywhere Duke goes. At the cost of the taxpayer of course - Duke is a retired ruling party politician with benefits.

But my name for my former colleague is unique. There are not many people named for a new species of humankind. *Ja*, old Homo Villenastus is one of a kind... For short, I just simply call him Villain, or Nasty. Of course, he knows of neither name. I address him as “brother”. Unlike Duke, Homo Villenastus is not a hanger-on of Feudalism. Rather, he has a purely villainous and particularly nasty way of looking at his *umwelt*. He explained his specific ontology (not that old Homo Villenastus will know the term...) during my political education session that he graciously gave to me “free of charge, ‘cos you’re not a bad Whitey”.

It goes something like this: “You guys Whitey” Villain says “have this thing about care. Care here, care there, care everywhere. That’s you guys. You could call it total care. Everywhere you go you want to see good things, happy people and other funny things. You are stupid. Total care can never happen. There will always be more and more people wanting care. The more care is available, the more people’s built-in laziness will kick in. And they will demand care. Food care, medical care, schooling care, housing care, care, care... In the end, you guys will have nothing left to give. Then you will also need care. Now, we cannot afford everybody on care. Soon, there will be nothing left for us. No black BMW’s, no mansions, no Louis Vuitton bags, no Bentleys, no nothing!”.

“No Whitey” he says “you guys must learn about total control. Total control is much better than total care. In fact, now that I think about it, some of us are better total controllers than others”. Villain goes on to explain that the ruling party he belongs to works in terms of an official strategy document called The Nationalist-Populist Democratic Revolution, or N-PDR for short. “The N-PDR is our total control document. It tells us exactly how to control the whole country and all in her. So, we control politics. Of course, we are not a democracy, we are a dominant party state. We dominate through nationalism and populism. But by inserting the word democratic in the name of the N-PDR, we fool all you liberals, the whole West and even some of our opposition parties. That is why we prescribe to our members of Parliament how they must vote in the House. Now, see how clever we are by making your own little sum: if we have much more than half of all the seats in the House, and all our party members vote for us, do you think it is possible that the House will approve anything that we bring to it? Of course! And that’s how we control the political scene. You understand? Can I move on?”.

Well, I was flabbergasted, so he moved on. “In the same way we control the economy. All our people are deployed in such a way that we can do whatever we want to. Nobody can stop us. So, if we want to appropriate a little something to ourselves, you know, it is hard work running a country, we do so. And we share with our pals”. “Brother”, I ask, “do you share with all the people in the country? I cannot remember ever getting anything?”. “Whitey, my Bru, you will need more classes. No! Remember I told you that we will have nothing for ourselves if we must give to everybody? And I am still in line for the Bentley, I have not received one yet. Sorry, but no. Any other questions”?

At this stage I was not well at all. So, I indicated that he could proceed. “Time is

catching up with us Whitey” Villain says. “We must move. In the same way that we deal with the political and economic environments, we deal with everything else. The social world in our country, the technological environment, the law including the criminal justice system, even the natural environment. Did you know that it is good for us if we have problems with water, electricity, rhino poaching and so forth? Let me explain” Villain says.

“Such problems are natural red herrings. They help us to carry on with what we are busy with while everybody in the country is up in arms about the problem. It saves us having to create a red herring. I mean, can you remember how everybody reacted when we said people do not need firearms for self-protection? While everybody focused on government’s firearms speeches, we silently appointed a disgraced former police official, one of our loyalists, to the police’s medical aid board. Of course, she earns a suitable total control salary. So, Whitey, I hope you understand a bit better now. Do you see that your people’s total care vision cannot fit into our total control vision? Do not fight us with integrity and principles. You will lose. Rather join us, perhaps we will give you a little more just because you are a nice Whitey. Now, I must leave”. Emptying his glass, he managed a “cheers Whitey!” before he left.

I just sat there. And I wondered whether I would not have been better off as an ordinary Homo Agricola, like my forefathers. And was the only one left to receive the bill from the waiter, of course...

**Editor’s note: I thought this contribution was hilarious, and I hope you enjoyed it as much as I did. In fact, I enjoyed it so much that I decided to create a new column. I hope for future contributions by this author.*

EDITOR’S REFLECTION

Open letter to the Minister of Police, General Bheki Cele MP.

Dear General Cele,

As I tried to write my customary reflection on this edition of the magazine, I suddenly felt totally deflated. Just have another look at the content of this edition - do you see the policing applications and issues? Most contributions have the one or other negativity, all of them in the world of policing. You see General, policing is not primarily about political power and the usefulness of policing powers, executed by apologists, to dominant political parties. It is about people. Our contributors this month magnify the hurt of people because of poor policing.

Why is it then, I wonder, that the dysfunctions in our policing environment drew me to thinking about you, particularly? Perhaps because of my interest in integrity-based leadership, my view of the world that tells me to stand firm against *falsitas*? Or is it because leadership, to me, is all about a healthy mix of spiritual, emotional, and cognitive intelligence?

I thought about this for a while and paid particular attention to my competence (the sum of my knowledge, skills, and attitude), my fifty years in policing (and still going) and my autoethnographic approach to life. I discussed you with people that I am still privileged to have around me despite our average half-a-century individual involvement in policing. I looked at the media with Cele-focused eyes, and I read academic articles and books that mention you, also in the world of muckraking (perhaps you want to have another look at Anton Harber’s *So, for the record...?*). I read the forewords that you signed off for South Africa’s performance related documents in policing (and compared it with some of your Minister when you were the National Commissioner of the South African Police

Service – the SAPS), or your National Commissioners of the SAPS during your years as Minister.

I then decided to write you an open letter. Attempt to understand General, that what follows here is not cheap politicking. I am not a politician. It is not nasty since I am not a nasty person. It is not merely a white man from the baby boomer generation speaking to a black African man from the baby boomer generation. It is much more General. It is a transparent and honest reflection on some issues around you, the General who is also the Minister of Police of South Africa, by an elderly policing acaprac (an academically minded practitioner).

And that, General, is my first challenge. Should the Minister of Police be a General? Should any public official in a public service rank be a Minister, I wonder while I am writing this? Is there not a difference in objects between a political role player and a public official? Such as policy determination and civilian oversight on the side of the political role player whilst the public official concerns her/himself with execution in line with the law of the country? Should public governance be headed up by a rank embodying the powerful military symbol of maximum force?

Now, do not stop reading here General. Do not relax now and decide that you have me covered as you can sell the idea that South Africa needs maximum force against criminals. You will not get past me with that one – the force to be used against criminals is prescribed by law and the principle of minimum force is the guiding principle in our legal system. It may, under circumstances determined by law, escalate to deadly force, but it is still an escalation and not a start-off situation. I have, in principle, nothing against a military who protects an independent country's sovereignty with maximum force. At the hardest of times, that's what defence

forces do, and should do. But you are not the Minister of Defence, General.

When we worked on the transformation of policing after 2 February 1990, we actively followed a path of civilianising the policing system of South Africa. I say “we” because I was there. And I remember the political party who walked with us down a road of not making war on legal subjects, of changing from a “force” to a “service”, and of changing to a civilian rank system. However, I have followed the re-militarisation of South African policing by the same political party¹⁰ during 2010 and thereafter. I have also taken note of your insistence, reported in the media, that you would be addressed as “General” by virtue of you filling the post of National Commissioner of the SAPS. Of course, General, despite the view of the then Minister (Mr Nathi Mthethwa who, as you well know, has a rather peculiar way of looking at the world, costly flagpoles and all) that military ranks will counter an obvious lack of discipline, I am still not convinced that military ranks and a military styled policing institution necessarily equals disciplined behaviour.

Sadly, given what I have been seeing in police and policing behaviour since 1 April 2010 when the ranks were re-militarised (starting with Andries Tatane in 2011, Marikana in 2012, and Mido Macia in 2013) I feel I can rest my case. The military ranks did not stop the police from doing what they did, and I do not have evidence that the military ranks have any positive influence on discipline. Moreover, as I write this, the de-militarisation recommendations of the National Development Plan (published August 2010) and the views on demilitarisation of the Panel of Experts established on the recommenda-

¹⁰ For those readers not quite conversant with South Africa, the reference here is to the African National Congress, or ANC for short. The ANC is South Africa's ruling party. It is also, in the view of this author, a huge liability to the people of South Africa.

tions of the Marikana Commission of Inquiry have not been given any attention. In fact, General, the Panel produced its final report on 27 May 2018 already but you, as Minister of Police, only released that report on 29 March 2021.

It seems to me that you rather like the title, General, and are not doing well at efforts from the administration that you serve in to unfriend this way of looking at the world. Is this General thing a thing of populist, dominant politicians? I mean, Hitler wore uniforms and designed a peculiar salute, General Franco nearly destroyed Spain, (Field Marshal?) Idi Amin decorated himself spectacularly, so did Robert Mugabe, the *Afrikaner Weerstandsbeweging* had many generals, Honourable Malema is a self-declared Commander-in-Chief, and so forth.

On your watch General (bar the period when you were released from your duties as National Commissioner by former President Zuma upon some rather damning findings against you by the Public Protector, and the recommendations of the Molo Board of Inquiry) things have not been going well – General or not, finish and *klaar...*

Returning to the period that you were, in the role of a Deputy Minister, away from the policing environment: Advocate Paul Hoffman SC (in his capacity as a director of Accountability Now) is concerned that an important recommendation of the Molo Board of Inquiry is not receiving the attention that it should receive. This is the recommendation that you be investigated for your involvement in corrupt activities in the property deals that formed the basis of the Public Protector's investigations against you. Hoffman SC points out that no investigation of the sort has yet happened. According to media reports, the finding of the North Gauteng High Court that your discharge as National Commissioner, a result of the Molo Board of Inquiry's recommendation to the President, be de-

clared invalid, was welcomed by you to the point that you felt you were vindicated. The corruption investigation, however, is still hanging out there somewhere. I wonder if you will have to give the General designation back (again) if the National Prosecuting Authority's Investigative Directorate indeed investigates, you are indeed prosecuted and indeed found guilty, General?

I found it interesting that Lieutenant General Francina Vuma, in her protected disclosure of early July, alleges "the same mischief as was identified by the OPP and the Molo Inquiry in relation to the police headquarters leases negotiated with Roux Shabangu" (Hoffman SC's rather colourful way of putting it).

So, people and groups in society have picked up on the dysfunctions of your watch General. The media, Accountability Now, Action Society (I see they have produced a list of ten issues), political parties, there are quite a few opponents of you out there. I am sure you are aware of them, so I will merely touch on some issues of leadership (the "healthy mix of spiritual, emotional, and cognitive intelligence" that I wrote about earlier).

Your remark on tattoos were interesting. Sure, in the industry of crime we know that some gangsters have tattoos, and we understand the important communicative and power implications of "tjappies" in some sub-cultures, but we also know that some gangsters do not have tattoos. We also know that many people who have tattoos will never be gangsters or even be accused of shady property deals. And I wonder about that old human resource management view of tattoos for SAPS applicants. Nowadays "human capital management" seems to be the buzz term, and somewhat more liberal to boot since talent is deemed more important than archaic, populist prejudices. By the way General, would all those tattooed applicants really harbour a tendency to become gangsters

once they have been accepted in the Service, or could that be something found in non-tattooed applicants also? Your staff hopefully have alerted you to John Scott's column on page 15 of *Die Burger*, dated 23 July 2022. It is scathing satire General, to the point of mockery, and it hangs you out to dry on the tattoo issue. I found the column heartsore since I feel that nobody should open themselves to a broadside in this way. But you did General, and it hits hard.

The outburst at the Gugulethu meeting the other day left me stunned. While watching you on the television news, my first thought was (again) about leadership as the "healthy mix of spiritual, emotional, and cognitive intelligence" ... I then watched police officials in uniform marching Mr Cameron out of the venue. Of course, I have questions: was this meeting in the public domain? Were only some people allowed in there? If so, on what legal mandate? Did the police charge Mr Cameron with contravening some law? If so, on what charge, and how is the investigation progressing – seeing the evidence was visible all over the public media? You see General, the SAPS are not employed to act against someone who angers an irritated Minister of Police. The police are supposed to act against someone who contravenes the law. The question is not "what does the Minister say?" or, "what must we deduce from the Minister's behaviour and do to appease him?". The question is "what does the law say?". The latter is the issue of a constitutional democracy under the rule of law. The former is an issue of the dictatorial behaviour of an untouchable in a dominant party state. Should the "General thing" that I wrote about above be augmented by the word "obnoxious"? I think obnoxious Generals and policing in a constitutional democracy under the rule of law can never be bedfellows.

Then there is the firearms control saga which I have been following for a while

now. At some point I even wrote a letter to the editor of the *Servamus* magazine about articles that appeared in the July 2021 issue of that magazine (my letter was published in the October 2021 edition, on pages 4 and 5). You and Gun Free South Africa (GFSA) seem to understand each other well, General. However, I would be cautious of such because GFSA, in their *Servamus* article, supports a "reliance on evidence that reducing access to firearms reduces gun violence". This is as much an argument that reducing access to transport will reduce violence on trains, busses, taxis, and the like. Likewise, since no guns will lead to no deaths by gunshots, no motor vehicles should lead to no deaths by motor vehicle incidents.

More worrying though, was the issue around the Wits School of Governance (WSG) research report, an assessment of the effects on crime of the Firearms Control Act (No 60 of 2000, commonly referred to as the FCA). The research was completed during 2015, but only released by the Civilian Secretariat for Police Service (CSPS) on 25 June 2021. (Is this perhaps a pattern General? This is reminiscent of the delayed release of the Panel of Expert's Report that I wrote about above). Suffice to say that the WSG findings (basically, there is little evidence that the FCA has caused a decline in crime rates from 2004/5 to 2013/2014. Rather, strong policing is the answer) may not have been exactly what the CSPS, GFSA and you wanted.

One of the people that I spoke to was Dr Johan Burger (currently an independent consultant on crime analysis and policing, after distinguished careers in organised policing, academia and the Institute for Security Studies, the ISS). Dr Burger has an interesting view of the Constitutional Court judgement in *Minister of Safety and Security v South African Hunters and Game Conservation Association* [2018] ZACC 14, which he wrote some time ago,

shared with me and which can be described as follows:

- Sections 13 (2) (a) & (b) of the FCA allow for the issuing of a license to any natural person who (a) needs a firearm for self-defence, and (b) cannot reasonably satisfy that need by means other than the possession of a firearm.
- The Minister of Police, some elements within the SAPS and organisations in support of a gun-free South Africa rely quite heavily on the introductory sentences of the judgement where it is stated that gun ownership is not a fundamental right under our Bill of Rights. Rather, it (gun ownership) is a privilege regulated by law, and that law is the FCA.
- However, the Minister and other protagonists of a gun-free South Africa ignore two fundamental issues here.
- Firstly, those two introductory sentences did not constitute a judgement in itself. The first was merely a statement of legal fact (that there is no provision in the Bill of Rights in relation to gun ownership).
- The second sentence, because it was not argued, could probably be regarded as an *obiter dictum*, something said in passing. It simply states that, in the absence of a right on gun ownership in the Bill of Rights, gun ownership should be regarded as a privilege, regulated as such by the FCA.
- The third sentence of the Court's judgement quotes from the purpose of the FCA, specifically section 2 (a).
- Burger points out that the FCA, in section 2 (a) – (e), describes the purpose of the Act in five aims. The first of these as seen in section 2 (a), clearly states that (the purpose of the Act is to) "... enhance the constitutional rights to life and bodily integrity...
- It is significant to Burger that the constitutional rights to life and bodily integrity is the first purpose of the act detailed in section 2, which is then followed by the other four.
- Burger then argues as follows: "If we as citizens have a constitutional right to life and bodily integrity it is implicit that we should be able to legally exercise that right by defending ourselves against unlawful actions aimed at infringing those rights. This then begs the simple question, if I as an individual or in defence of my loved ones is in danger of becoming a victim of such an unlawful act, how do I defend myself against an intruder(s) armed with a firearm if I do not myself have legal access to a firearm? I want to call on the Minister to think again about his over-reliance on this judgement as justification for the intended scrapping of self-defence as a reason for a firearm licence. This is not what this judgement was about. To the contrary, it may be prudent for organisations in support of firearms for self-defence to approach our highest courts for clarity on the issue of exercising the right to life and bodily integrity and having legal access to the means to do so. The bottom line is that legal access to firearms should be regarded as more than a privilege, it is a privilege of necessity".

To sign off on the issue of firearms and self-defence General, just two things: one, if you understand that the level and intensity of violence that I may use to defend myself, should be commensurate with the level and intensity of violence directed against me, you will already have made strong progress in understanding my constitutional right to life and bodily integrity in the South Africa that we live in and where you are the Minister of Police. As I am writ-

ing this, South Africa is reeling under murderous firearm attacks, resulting in the loss of lives in places where people may legally be. What must they defend themselves with? Taking my cue from the Cameron treatment in Gugulethu, I will take the risk of being chased out the room, but will you please answer me before I am being forced out by your pleasing police?

Two: you and I are getting older General. We cannot fight like we did when we were younger. We think we are still young, but the biomarkers of age are upon us. The criminals are getting even more violent. You did not prevent the shootings of the last few days. Your police, like you, merely visited the scenes afterwards. You will hate to read this, I know, but you are failing South Africa's people General. You have armed police guards protecting you wherever you are, lots of them. The other day they even put you in a bullet proof vest. I have only me, we have only us, and you are not we since some of us are more equal than others, it seems....

Lastly General, why this issue of one police service in SA? I see in *Die Burger* of 21 July 2022, page *Suid-Kaap* 9 (you have been keeping *Die Burger* quite busy) that Heindrich Wyngaard (executive chair of *Kaapse Forum*) and the office of the Western Cape Premier are talking about the devolvement of policing services to the provincial government. According to *Die Burger*, you have downplayed this issue as "ignorance". Apparently, you have said that the Constitution provides only for a national police service. Devolvement of policing services will therefore, according to you, demand an amendment to the Constitution. (Perhaps you are implying that the Constitution will never be amended since your dominant party's MPs will be voting according to party instructions?). Several people were referenced in the article, but not one of them agreed with your view. Again, I received advice from Dr Johan Burger. Burger's argument (in an ISS

Today dated 20 January 2014) can be summed up as follows:

- Several solutions were adopted under the broad theme of 'Peace and 'Security' at the ANC's 52nd National Conference, which took place in Polokwane during December 2007.
- One of these resolutions provides that 'the constitutional imperative that there should be a single police service be implemented'.
- The resolution relies on section 199 (1) of the Constitution of the Republic of South Africa, 1996, ('the Constitution') which provides for 'a single police service'.
- In other words, according to the ANC there cannot be any other police service.
- This argument is, according to Burger, unconvincing for several reasons.
- First, section 205 (1) of the Constitution adds to section 199 (1) by referring to a 'national police service'. Therefore, reading the two sections together provides for a 'single national police service'.
- Second, section 206 (7) of the Constitution provides for the establishment of 'municipal police services'.
- Therefore, argues Burger, South Africa should have only one national police service, but it can have any number of municipal police services.
- In similar fashion, in the Constitutional Court judgment of *Minister of Defence v Potsane and Another* (2001) it was determined that a 'single prosecuting authority' does not intend to say 'exclusive' or 'only', but means to denote the singular, 'one'.
- In other words, 'where there used to be many, there will now be a single authority'.
- The same happened with the term 'national prosecuting authority' – 'it

denotes more clearly that the multiple national prosecuting heads that formerly existed [in South Africa and its so-called homelands] were to be merged into one’.

To tie up the ends on this business of a single police service, I have two things to add. One, Burger and I were there in the heady years after 2 February 1990 and we were active in the transformation of policing in South Africa (as members of the Change Management Team). I can confirm that the sentiments raised years later in the Potsane case were applicable, alive, and well in discussions about the amalgamation of the eleven policing agencies that eventually became the new SAPS (where the Amalgamation Management Team took the lead role). That is where, *inter alia*, the idea of the Board of Commissioners originated. Perhaps you should have a conversation with Dr Sydney Mufamadi on the issue. He was our direct lead and, after the 1994 election, the first Minister, not of Police, but of Safety and Security – which is another story to tell you one day. Since you were also the National Commissioner of the SAPS once, perhaps you should talk to George Fivaz, the first National Commissioner and the only one of all of you who ever sat in that chair as permanent appointees who has completed his mandate effectively and with integrity.

Two: what would you rather do General? Would you rather cling to power and total control over everyone, and everything, as directed by the ANC’s National Democratic Revolution document? Or will you agree that the threat to ordinary people is so great that anybody who can do policing better than you and your team should do so? The choice is, like the proverbial tennis ball, in your side of the court General.

Lastly General, do you realise how difficult it is to confront you with compassion? If I did not quite succeed, please bear with me. I will try harder next time.

Caritas!
Chris Botha

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ABOUT THE COMPASSIONATE CONFRONTER

The Compassionate Confronter (TCC) is a popular science e-magazine published and distributed quarterly under the auspices of the Centre for Good Governance in Africa which is situated in the School of Social Innovation at *Hugenote Kollege*, Wellington (Western Cape Province), Republic of South Africa (RSA).

Hugenote Kollege NPC is a private Christian post-school training institution that specialises in the training of leaders in various ministries as well as professionals in the social welfare sector. It is provisionally registered as a private higher education institution in the RSA with registration number 2019/HE08/003. *Hugenote Kollege* has a rich teaching and learning history stretching back to 1874.

TCC is not an accredited academic journal, although academic articles are peer reviewed. Rather, it aims to confront lovingly, with empathy, sympathy, kindness and caring as “The only thing necessary for the triumph of evil is for good men to do nothing” (widely attributed to Irish statesman Edmund Burke, 1729-1797). All South Africans should take a keen interest in doing something, in not keeping quiet, when bad things happen. TCC hopes to highlight “bad things”, but also to suggest ways in which bad things can be addressed. It stands for integrity, good governance, and ethical and effective leadership. But it stands so within the spirit of *caritas*.

Contributions are welcome. A particular style is not prescribed, although sources should be acknowledged appropriately.

Editor: Chris Botha,
chrisbotha7777@gmail.com
(+27) 82 312 1156
Sub Editor: Dr Mar’eve Biljohn,
BiljohnMIM@ufs.ac.za,
051 401 7185
Layout Editor: Pascal Pienaar
pienaarpascal@gmail.com

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UPCOMING EVENTS

ANNUAL #Integritasza CONFERENCE

Centre for Good Governance in Africa, the School of Social Innovation at Hugenote
The Annual #Integritasza Conference and Workshops on:
Co-created Community-based Partnership Local Governance and Service Delivery in South Africa: Analysis, Action, and Activism
Venue: Andrew Murray Centre for Spirituality: Wellington, South Africa
Date: Wednesday 30 November 2022 to Friday 2 December 2022

The context and challenges of, in many, but not all cases, failing South African local governance, conjures up several proverbial “wicked” problems as challenges for South African citizens.

These problems, include bad and failing local governance, deteriorating service delivery, ineffective to non-existent, toxic political and public leadership, corruption, maladministration, unprofessionalism and a consistent increase in poverty, inequality, and unemployment. Evidence, in official

reports, abounds for this sad situation exacerbated by lacking integrity, empathy, and compassion, and reciprocity to citizens for their financial and civic contributions. Reports of the Auditor General, the Public Protector, the Zondo Commission, and the Human Rights Commission document the decline in South African local government and service delivery.

The outcomes of descending governance and declining service delivery disasters resulting in crumbling infrastructure, and sub-standard service delivery are there for all to see. The consequences are experienced in deep darkness when power failures occur, thirst and hygiene disasters when water dissipates. Raw sewage floods the streets, potholes replace roads. Poverty, inequality, and unemployment worsen.

These dismal downward trends have necessitated citizen's initiatives in many municipalities to find socially innovative solutions for devolved governance and decentralised service delivery. Ironically, this growing trend towards do-it-yourself community based local governance, counters the centralising ideological bias of central government aimed at controlling top-down governance.

Concerned and constructive citizens, who are already overburdened and paying municipal taxes and fees, have embarked on alternative socially innovative local governance initiatives. Case examples of such partnership governance between civil society, private sector and professional associations abound in cities and towns across the beloved country where citizens have set up alternative community-based service delivery initiatives to deliver alternatives to failing local governance.

The Big Idea given this looming bad governance disaster, is to initiate a set of knowledge-based courageous conversations at our conference and workshop titled:

Co-created Community-based Partnership Local Governance and Service Delivery in South Africa: Analysis, Action, and Activism.

The conference will attempt to secure answers and solutions to these vexing questions and beyond.

**Media Coverage and Enquiries:
Prof Erwin Schwella
Conference Initiator: 083 627 2377**



Invitation to Become a Partner of the #integritasza Initiative

We are acutely aware of the challenges facing South Africa, our beloved country, and the need to – as appropriately expressed by the South African Council of Churches, one of our partners in the #integritasza initiative, as the reason for her existence - “ ...lead common Christian action that works for moral witness in South Africa, addressing issues of justice, national reconciliation, integrity or creation, eradication of poverty, and contributing towards the empowerment of all those who are spiritually, socially and economically marginalised.”

The #Integritasza Initiative and conference represent a set of dedicated, deliberate and concerned compassionate actions to build integrity and fight corruption in South Africa through community structures at local level and to link this to a national movement #integritasza network structure. The #integritasza and conference initiatives will always be delivered using a co-creative partnership approach. We co-create the #integritasza movement and conference with a deep realisation that integrity is dignity, and that corruption is deadly- and kills!

You personally, and your organization, are invited to become part of this partnership in any one or more of the following partnership possibilities (membership forms are available from the organising partner, CiviNovus, at admin@civinnovus.co.za):

#INTEGRITASZA PARTNERSHIP OPPORTUNITIES

LOCAL COMMUNITY PARTNERS

Local Community partners are Institutions and individuals who want to set up a local community-based #integritasza Initiative in their local communities. Local community #integritasza local community partnerships are continued work in progress initiatives. These partners may also become showcase partners at the #integritasza conferences and events.

ENDORSEMENT PARTNERS

Institutions and individuals endorsing #integritasza Initiatives as Endorsement Partners endorse the purpose and practice of the #integritasza Initiative and conference. Current endorsement partners include: The Western Cape Council of Churches of the South African Council of Churches, the Andrew Murray Centre of Spirituality, the Centre for Public Witness, The Centre for Good Governance in Africa at Hugonote, the Office of NetAct and CiviNovus.

CO-ORGANISING PARTNERS

Institutions and individuals volunteering to co-organise #integritasza Initiatives as Co-organising Partners support the #integritasza initiatives through assisting with the organisational arrangements of these initiatives.

CO-FUNDING PARTNERS

Co-funding partners are Institutions and individuals contributing to co-fund #integritasza Initiatives. Co-funding partners contribute to the implementation of the initiatives by providing direct donations for the initiatives as well as their efforts to get the work done. Currently the organising partners are supporting the #integritasza initiatives with their efforts and the only direct financial contribution co-funding partner is Communitas.

EVENTS PARTNERS

Events partners are institutions delegating participants and individuals who enroll to attend events at #integritasza initiatives. Events partners include institutional participant partners and individual participant partners:

- Institutional participant partners attend the events of the #integritasza movement and supports the initiatives through their participation in the events and actions.
- Individual participant partners attend the conference and supports the initiatives through their participation in the events.
- Institutions and individuals who want to showcase their work at #integritasza Initiatives events.