2

IMPLEMENTATION OF SECTOR POLICING

OPERATIONAL GUIDELINES: SECTOR COMMANDER

INDEX

1. INTRODUCTION

As part and parcel of community policing, sector policing is seen as the enabling mechanism which organises and mobilises individuals in communities to establish the driving force in providing a more effective and person-centred service to the community.

As such, sector policing is also a step toward the development of a modern, democratic policing style to address the safety and security needs of every inhabitant of South Africa at local level.

Sector policing is, therefore, seen as a method of dividing a police station's area into smaller sectors. The main principles are summarised as follows:

- Using it as a crime-prevention technique which entails an understanding of the causes of crime and the enabling factors.
- Joining the capabilities of the police and the community and, in partnership, launch projects to –
  - identify and address such causes, as well as enabling factors
  - identify hotspots and vulnerable communities
  - address community needs.
  - Making the most effective use of all available resources at a police station and in the community to address crime.
  - Adopting a community-oriented, problem-solving approach.
  - Working in close cooperation with the local community.
  - Encouraging community involvement, enhanced visibility and patrolling sectors.
  - Delivering quality service provided by officers, enjoying the support and approval of the community and active participation by the community in respect of its own safety and security. In practice, a four-pronged approach is adopted, as follows:

A sector commander (community police official (CPO)) is, therefore, a new type of police official; a member who sees himself/herself as a community problem-solver and not merely a crime fighter. A sector commander responds to complaints, makes arrests similar to any other police official, but he/she is further responsible for interacting, consulting and engaging with the community in addressing crime at local level.

The Sector Commander acts as an innovator, looking beyond individual incidents for new ways to solve crime problems at local level. The Sector Commander is the direct link between the community and the South African Police Service (SAPS), providing policing with a human touch – an officer whom people know, whom he/she builds rapport with and is seen as a friend who can help.
The Sector Commander acts as a catalyst, involving people in efforts to become aware of their own safety and security. The Sector Commander acts with authority and understanding in the sector(s) he/she is assigned to with the autonomy to do what it takes to solve the problems people care mostly about.

The Sector Commander acts as a referral specialist, the community's ombudsman who links people to the public and private services that can help them. He/she can jog reluctant bureaucracies to do the jobs they are supposed to do in order to address crime and create a safe and secure environment.

The Sector Commander acts as the crime-prevention and police-community relations specialist through localised policing, daily interaction with the community and activation of appropriate crime-prevention actions and programmes/projects to address needs at local level.

2. ROLES AND RESPONSIBILITIES: SECTOR COMMANDER

This section will assist the Section Commander in respect of the following:

- Understanding the objectives of sector policing and his/her role in achieving the objectives
- Understanding and applying his/her functions in respect of sector policing as a policing approach
- Developing and maintaining a sector file
- Developing and maintaining a sector profile
- Knowing the functioning of the sector forum
- Initiating and implementing projects/programmes in the sector(s).

2.1   Objectives of Sector Policing

The aims and objectives of sector policing are to —

- prevent the occurrence of crime
- encourage visible and accessible policing by known local police officials
- improve reaction time
- improve investigations
- establish informer networks
- bring the SAPS closer to the local community
- work in close cooperation with the local community
- enhance interaction between the community and the SAPS
- establish partnerships with the community
- enable the police to understand local problems by identifying and assisting in addressing the underlying causes
- deliver a quality service with the support and approval of the local community
- improve the trust and confidence in the police
- enhance the implementation of community safety plans (CSPs) by assisting the community in the development and implementation process
- enhance police accountability to the community
- support enhanced collaboration between SAPS's role players in policing
- improve service delivery to the community
- improve a free flow of information between the police and the community to improve the police's response times, investigations, conflict resolution and trust.

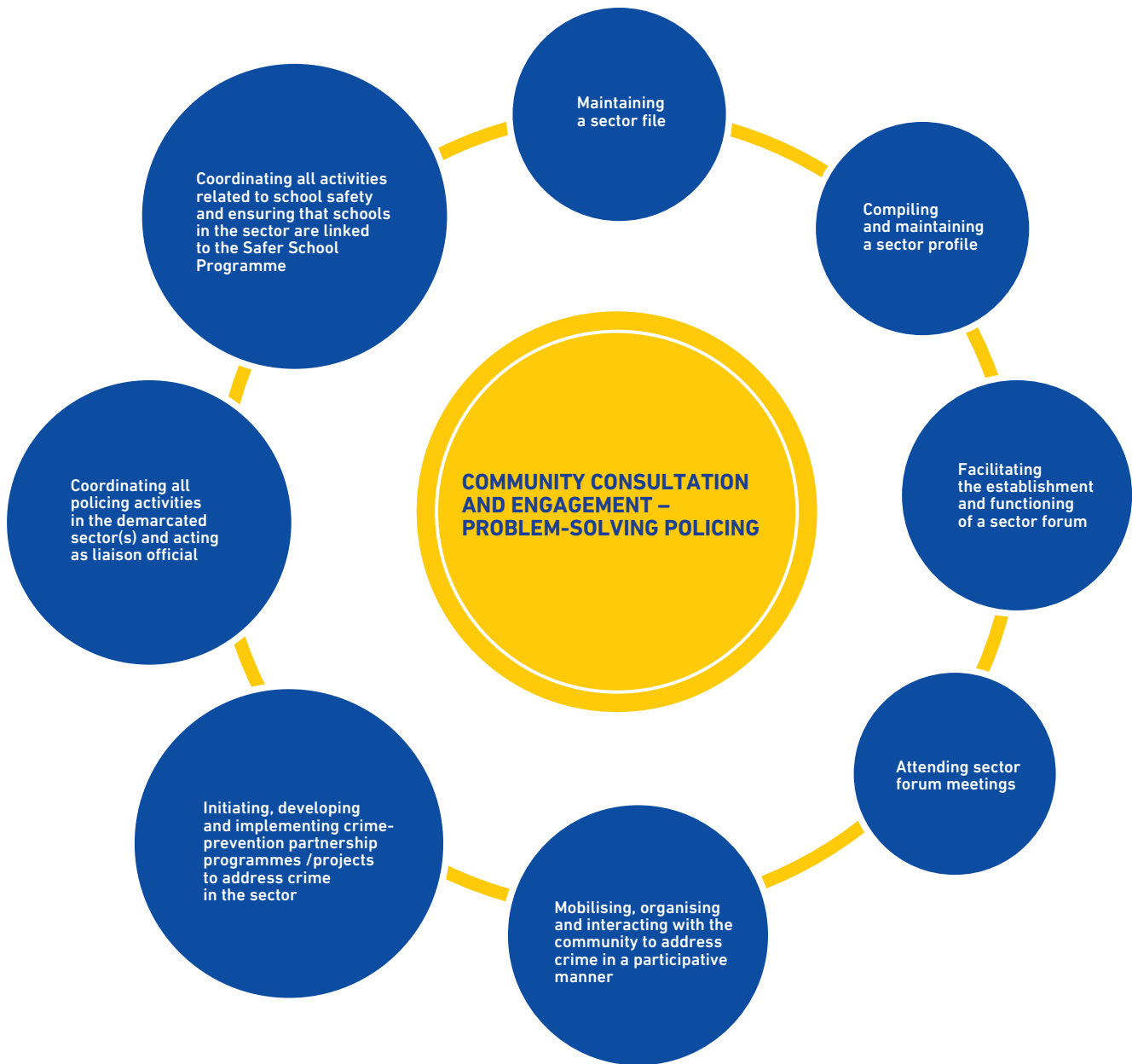- **Refer to paragraph 3 of National Instruction 3 of 2013.**

2.2 What are the Sector Commander's Functions?
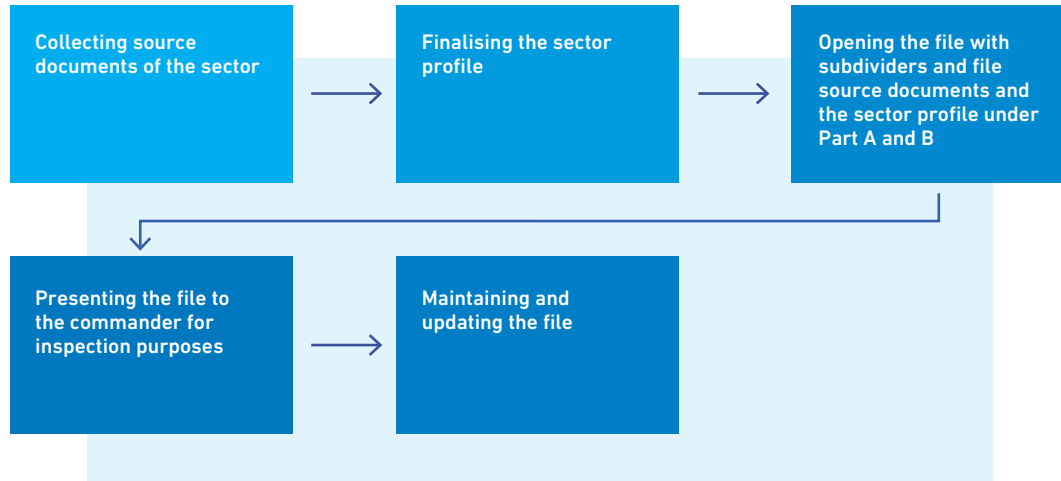
The Sector Commanders functions are to —

• coordinate all policing activities in the demarcated sector(s) in consultation with his or her commander at police station level;

• initiate, develop and implement crime prevention partnership programmes and projects in the demarcated sector(s) in cooperation with his or her commander based on specific identified community needs;

• interact with the community in order to ensure participation in crime prevention initiatives in the demarcated sector(s);

• compile and maintain the profile of the sector(s);

• facilitate the establishment and functioning of a sector forum;

• attend sector forum meetings in the demarcated sector(s) which relate —

    - to crime prevention and social issues affecting the community;

    - identify community needs and concerns at sector level; and

    - provide information with the assistance of the detective and Crime Information Official at the meeting on crime tendencies in the sector and propose measures to address these tendencies; and

• facilitate the development and implementation of crime prevention operations to address specific identified crime trends and problems in the demarcated sector(s) in consultation with his or her commander at police station level.

National Instruction 3/2013 paragraph 7 refers.

Maintaining
a sector file

Compiling
and maintaining
a sector profile

Facilitating
the establishment
and functioning
of a sector forum

Attending sector
forum meetings

Mobilising, organising
and interacting with the
community to address
crime in a participative
manner

Initiating, developing
and implementing crime-
prevention partnership
programmes /projects
to address crime
in the sector

Coordinating all
policing activities
in the demarcated
sector(s) and acting
as liaison official

Coordinating all activities
related to school safety
and ensuring that schools
in the sector are linked
to the Safer School
Programme

**COMMUNITY CONSULTATION
AND ENGAGEMENT –
PROBLEM-SOLVING POLICING**

2.2.1 Maintaining a sector file

Collecting source documents of the sector	→	Finalising the sector profile	→	Opening the file with subdividers and file source documents and the sector profile under Part A and B

Presenting the file to the commander for inspection purposes	→	Maintaining and updating the file

• The appointed sector commander(s) must maintain a sector file for each sector.

• The sector file consists of the following two sections:
- • Section A: Source Documents of the Sector
- • Section B: Sector Profile

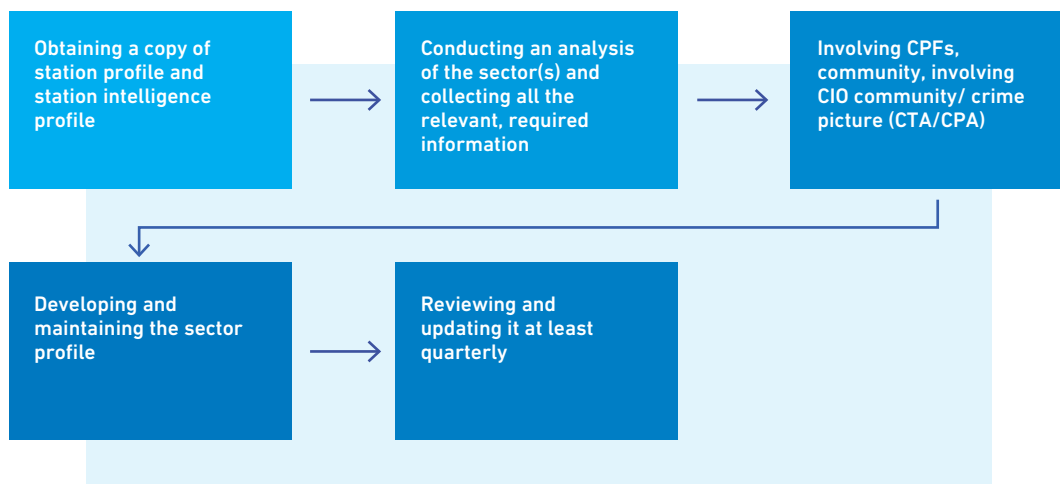| SECTION A SOURCE DOCUMENTS	SECTION B SECTOR PROFILE
• Copy of National Instruction 3 of 2013 • Divisional, provincial, cluster and station directives issued regarding sector policing • Written designation as Sector Commander • Constitution of the sector forum • Code of Conduct of the sector forum • Signed minutes of the sector forum • Copies of minutes of the attended community safety structure meetings or any other proof of attendance if the minutes are not available, if a dedicated sector forum has not been established • A demarcated map of the police station's area, indicating the specific sector(s) • Record of daily activities, such as meetings that have been attended, planned/implemented crime-prevention projects/programmes	• See paragraph 2.2.2

• If an updated sector file is maintained, it will assist the Sector Commander in the following:

  • Serving as a reference/source document

  • Providing a broad picture on the status of the implementation of sector policing in the sector

  • Arranging information on the sector in a useful manner to support and strengthen planning processes

  • Providing information on the level of crime in the sector

  • Assisting in the activation, planning and implementation of appropriate operational actions or support programmes/projects

  • Knowing about the availability of all internal and external resources and force multipliers

  • Providing a better understanding of the community profile and level of community involvement

  • Tracking progress on the implementation, as well as successes achieved, community satisfaction/involvement and impact on crime

  • Informing the development of the station and station intelligence profiles

  • Identify gaps in the policing of the sector

  • Enabling the Sector Commander to acquaint himself/herself with the community demographics

  • Assisting in the performance management process.

• The sector file must, therefore, be updated regularly with the latest instructions, directives and information as an essential tool to strengthen and guide the Sector Commander in the implementation of sector policing and his/her daily interaction with the community.

• The Sector Commander must ensure that his/her immediate commander or the Station Commander inspect the sector file at least monthly.

• It is further proposed that the Sector Commander maintain contact details in his/her sector file on the following stakeholders/role players as an annexure:

  • The Station Commander and the station's management

  • The Chairperson of the Community Police Forum (CPF)

- The Chairperson of the sector forum
- The Chairperson of the subforum
- The Chairperson and Deputy Chairperson of all the attended community structure meetings
- Probation officers (the Department of Social Development)
- Secure facilities for children (the Department of Social Development)
- Schools linked to the police station in terms of the Implementation Protocol between the Department of Basic Education and the SAPS
- Victim support coordinator and volunteers performing duties in the victim-friendly room
- Traditional leaders and headmen
- Community leaders
- Community support groups.

2.2.2 Compiling and maintaining a sector profile

Obtaining a copy of station profile and station intelligence profile	→	Conducting an analysis of the sector(s) and collecting all the relevant, required information	→	Involving CPFs, community, involving CIO community/ crime picture (CTA/CPA)
Developing and maintaining the sector profile	→	Reviewing and updating it at least quarterly		

- • **What is a sector profile?**

  - A sector profile is a planning tool which is used to provide policing direction to the Sector Commander in identifying the needs, concerns, perceptions and abilities of a community in a sector regarding crime-related matters.

- • **What are the advantages of compiling sector profiles?**

  - The availability of sector profiles will have the following advantages:
    - Assisting in identifying available resources to strengthen the implementation of sector policing, the relevant role players to be involved in the establishment of a sector forum, as well as possible participants in crime-prevention community programmes/projects
    - Organising information on the sector in a way which will be useful for planning policing strategies and operations
    - Identifying crime problems and community safety issues
    - Identifying local, sector-policing needs and problems to support enhanced service delivery and police-community relations.

- **How do you develop a sector profile?**

  - The appointed sector commander(s) must develop a sector profile for each of the demarcated sectors in the police station's area where he/she has been appointed by the Station Commander. The copy of the sector profile template is attached as Annexure C.

  - A sector profile consists of the following parts:
    - **Part 1:** Particulars of the sector's human resources and force multipliers
    - **Part 2:** Particulars of infrastructure and population
    - **Part 3:** Crime threats and patterns.

PART 1	PART 2	PART 3
• The number of members and vehicles available for deployment • The availability of force multipliers, such as reservists, patroller groups, crime-prevention watches, street committees	• Population strength and democraphics • Particulars of schools, hospitals, bottle stores, places of entertainment	• Overall picture of crime in the sector

- **Proposed steps to follow in the development process**

  - Obtain copies of the station profile/station intelligence profile and refine it in terms of the sector.
  - Conduct an analysis of the sector and collect information to be included in the sector profile by actively involving the CPF, the community, as well as interaction and consultation with the community.
  - Identify existing community structures involved in crime-prevention initiatives in the sector(s).
  - Involve the crime information official (CIO) to develop the sector profiles in the following:
    - Identifying hotspots, crime trends, modi operandi and priority crimes in the sector
    - Identifying crime threats for early intervention
    - Identifying socio-fabric factors contributing to crime in the sector, for example substance abuse and domestic violence.
  - **Refer to paragraph 8 of National Instruction 3 of 2013.**

- **How often must the sector profile be updated/reviewed?**

  - The sector profile must be reviewed quarterly as new aspects of importance or concerns emerge in the community, as there are new developments in the community or if the community dynamics change.

  - It is proposed that a review page is included in the sector file for record-keeping purposes in this regard. **The following template could be used for this purpose:**

No.	Date Reviewed	Reviewed by Whom	Inspected by and date Inspected
1			

- The following aspects will inform the update/review of the sector profile:
  - **A change in crime patterns and threats**
    - Displacement of crime
    - A change in modi operandi
    - A change in trends/tendencies
    - Identified suspects/criminal activities
    - A change in hotspot areas and priority crimes.
  - **Developments in the community,** for example, opening or shutting down of businesses, housing developments or the establishment of informal settlements, and updated census information.
  - **Any other aspect that might have an influence on crime in the sector,** for example, newly identified crime generators, such as shebeens and drug outlets, a change in social challenges, infrastructure development, such as new malls and roads which could be used as entry/access routes.
- **An increase/decrease in available resources, including identified force multipliers.**

- Proper record must be kept of all outdated sector profiles. It is proposed that a file is opened where all outdated sector profiles are filed for inspection purposes and which must be disposed of as prescribed.

- At all times, the updated sector profile must be available for inspection purposes in the sector file in use and proof must be provided that it was reviewed as prescribed.

2.2.3 Facilitating the establishment of a sector forum or implementing alternative arrangements to facilitate community interaction/consultation
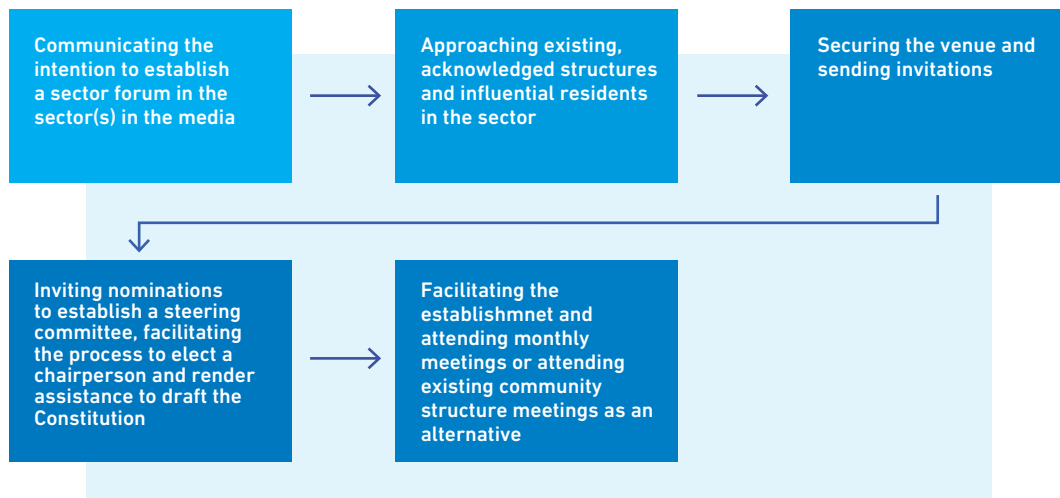
- **What is required when establishing a sector forum?**

- Existing representatives of the CCPF, the Cluster CPF Board and/or Provincial CPF Board, including Community Safety may be used to mobilise the community in the establishment of a sector forum.

- A sector forum must be established in all the demarcated sectors if possible, or if it is impossible, as an alternative arrangement, existing community structures may be used to support community interaction and participation in crime-prevention initiatives and to jointly address safety and security issues in the sector(s).
  - Community structures, such as school safety committees, traditional councils, Farmers' Association meetings, ratepayers' meetings, crime-prevention watch structures, religious forums or business forums may be used for this purpose.

• Use a variety of communication mediums in an effort to attract the community and to create interest in attending the sector forum meetings:
  • Local newspapers
  • Posters
  • Newsletters
  • Flyers
  • Banners
  • Radio and television interviews or advertisements
  • Newspaper article or advertisements
  • Community events
  • Websites
  • Emails
  • Word of mouth/networking.

• Involve existing community structures such as schools; churches; businesses; community, crime-prevention structures; traditional leader structures and associations that are already established to gain their support.

• Identify influential organisations, institutions, and community leaders in your community and personally call on them to get involved.

• Attempt to involve a popular speaker, entertainer or celebrity as attraction to the first meeting.

• Ensure that invitations go out in time.

• Confirm attendance before the meeting.

• Choose a venue for the first meeting which is known and easily accessible to everyone in the sector.

• Book the venue well in advance before the invitations are distributed.

• The Sector Commander must assist the Station Commander in –
  • identifying community-based organisations, institutions and interest groups to become involved during the establishment of the sector forum
  • inviting nominations for a reasonable number of persons (no less than five) to serve as the steering committee
  • rendering assistance to the steering committee to draft a constitution. Examples of the Constitution and Code of Conduct are attached as Annexure E.
  • ensuring that a chairperson and executive committee members are elected in accordance with the procedure provided for in the draft constitution in order to manage the affairs of the sector forum
  • interacting with existing forums to establish a working relationship or partnership.

• If it is not possible to establish a dedicated sector forum due to the remoteness of the area, or poor interest and involvement by the local community, identify existing community structures with an interest in safety and security, such as school safety committees, traditional councils, the Farmers' Associations and community patroller groups to facilitate community interaction. The Station Commander should support the Sector Commander in this regard.

- **Who must attend the sector forum meeting?**

    - The sector forum meeting should be attended by the following role players and stakeholders:
    - The Sector Commander, together with a detective and the CIO appointed by the Commander of Visible Policing.
    - A representative of the Executive Committee of the CPF
    - Interest groups residing and working in the sector
    - Local community.

- **What is the Sector Commander's responsibility at the sector forum meeting?**

- The Sector Commander must deal with the following during the sector forum meeting:
    - Updating the meeting about hotspots, crime trends, modi operandi and threats in the sector, assisted by the CIO
    - Facilitating the development and implementation of crime-prevention operations to address specific, identified crime trends and problems in the demarcated sector(s) in consultation with his/her commander at police station level
    - Initiating specific projects in cooperation with the sector forum, according to community needs, for example, adopt-a-cop, safer schools, street children, care for the elderly, anti-drug abuse campaigns, and victim empowerment
    - Identifying community problems affecting safety and security and jointly identifying and agreeing on possible solutions
    - Sharing and educating the community in respect of new developments, such as the Domestic Violence Act, 1998 (Act No 116 of 1998), the Second-Hand Goods Act, 2009 (Act No 6 of 2009) and the Dangerous Weapons Act, 2013 (Act No 15 of 2013)
    - share his/her contact details during the meeting to ensure that he/she can be reached with ease
    - create awareness and educate the community on the implementation of safety measures.

- **How must aspects that have been identified during sector forum meetings, be addressed?**

- Once safety and security needs prevalent in the sector or complaints dealing with service delivery by the SAPS, are identified during sector forum meetings, it should be prioritised by the Executive Committee of the sector forum, following which the Sector Commander, together with the members of the sector forum, must determine the most appropriate actions to be taken in response to it. The following measures could be considered:
    - Activating crime-prevention operations
    - Targeted patrols
    - High-density operations
    - Initiating, developing and implementing community, crime-prevention programmes and projects, or establishing formal partnerships
    - Seeking assistance from other Departments, for example, the local municipality or the Departments of Education or Social Development regarding poor street lightning, safety at schools or substance abuse
    - Developing and implementing long-term measures or strategies to reduce the occurrence of persistent factors which contribute to crime in the sector.

• In the process, the causes and conditions that are believed to be contributing factors must be identified by –

- • conducting a thorough analysis to determine root causes and crime generators
- • identifying possible solutions
- • developing a joint action plan
- • allocating responsibilities in terms of proposed solutions.

• The policing needs in sectors may vary, but, in general, they will primarily require a response by the SAPS to complaints by the community to attend to crime hotspots and other areas where the community feels threatened or unsafe.

• The responsibility of the Sector Commander in these incidents will further be to interact with the station's management to activate appropriate policing responses required to address the problem and discuss during the meetings of the sector crime-combating forum.

• The Sector Commander must further report the identified problems in the sector to his/her immediate commander, following which the Sector Commander, with the approval of his/her commander, must initiate crime-prevention programmes/projects to address the relevant problems in cooperation with the community.

• Programmes/projects aimed at building trust and cooperation between the SAPS and the community, which are directed at preventing crime, must, however, be initiated by the sector forum throughout the year.

• Paragraph 10 of National Instruction 3 of 2013.

- • **What is the role of the community?**

• To attend the sector forum meetings to discuss action plans with the Sector Commander in order to deal with crime and causes of crime in the sector.
• To participate in neighbourhood initiatives to safeguard the area in which they live and work.
• To take ownership of community policing and support the SAPS in the implementation of sector policing.
• To share crime-related problems/challenges identified at local level and jointly identifying solutions to address these identified problems/challenges.
• To act as the eyes and ears and report suspicious behaviour to the police station.

2.2.4 Mobilising, Organising and Interacting with the Community to Address Crime in a Participative Manner

• The strategic direction of the Government is to create sustainable community safety, which requires high levels of community mobilisation and involvement, supported by a thorough understanding of the nature of crime impacting on individual communities through intelligence-led policing. (National Development Plan, Chapter 12, Building Safer Communities).
• The Annual Performance Plan for 2013/2014 maintains that existing structures at local level, such as the CPFs, sector forums, neighbourhood watches and community safety volunteer programmes should be used to enhance safety and community involvement.
• The following platforms could be used to interact and mobilise the community:

Visits to schools, old age homes	Community Outreach Programme	Izimbizos	Community workshops
Door-to-door campaigns	Sessions with community, crime-prevention structures	Training/information sessions	Distribution of communication material
Attending acknowledged community meetings	Suggestion boxes	Traditional councils	Awareness campaigns

• Community, crime-prevention structures are generally understood to be a community-orientated activity supported by the local police, which aims to prevent crime. This includes activities, such as patrol groups; street committees; and neighbourhood, street, block, farm, business, domestic and flat watches. It involves residents becoming more proactive to the risk of crime and taking action to protect their own property and that of their neighbours, which may include marking property, reporting suspected activities and improving home security, which reduce opportunities for crime and increases the risk of detection.

DID YOU KNOW?

The Crime Prevention through the Environmental Design (CPTED) is a multidisciplinary approach to deter criminal behaviour through environmental design. Environmental design initiatives should ideally be coordinated by the local authority in collaboration with the SAPS.

Research has shown that offenders cannot literally be prevented from committing crime. As the CPTED is dependent on changes to the physical environment, it will cause an offender to make certain behavioural decisions. CPTED, therefore, –

- changes the way communities/environments are designed to make it difficult for criminals to operate
- redesigns/upgrades existing designs with the intent to reduce opportunities for crime.

Roles and responsibilities

The SAPS
It is essential that local police stations become involved with environmental design initiatives. They are usually able to identify problems related to the physical environment and know where different types of crime occur in their areas.

The community
Identifying problems encountered in the areas that they use, for example, by engaging in clean-up programmes in the area, identifying dangerous areas where they feel vulnerable or marking their residences.

Local government

Local government is responsible for infrastructure development maintenance and the strict enforcement of bylaws to control illegal activities. In this regard, the Integrated Development Plan (IDP) should be influenced to support crime prevention.

How to apply CPTED principles

- High, dense vegetation surrounding the property gives criminals a hiding place
- Entrances/gates demarcated with thick bushes/flowers make it easy for criminals to hide
- Property/house numbers should be clear and visible to enable a rapid response by the SAPS
- Avoid very bright security lighting that creates a blinding glare and/or deep shadows that hinder the view of potential observers
- Closed-circuit television (CCTV) cameras may be used where window surveillance is not available
- Roads/intersections/off-ramps/stop streets must be free of obstructions
- Liquor outlets/taverns/shebeens should be properly located and not near crèches, schools, playgrounds, etc.

The role of the CPTED is demonstrated by the so-called "crime triangle." In other words, for a crime to occur, the following are required:

- A ready, willing and able offender
- A vulnerable, attractive and provocative target/victim
- A favourable environment, including physical, local and people or activities which might deter or encourage the offender.

The Sector Commander must effectively apply the CPTED principles in sectors to achieve the objectives of sector policing.

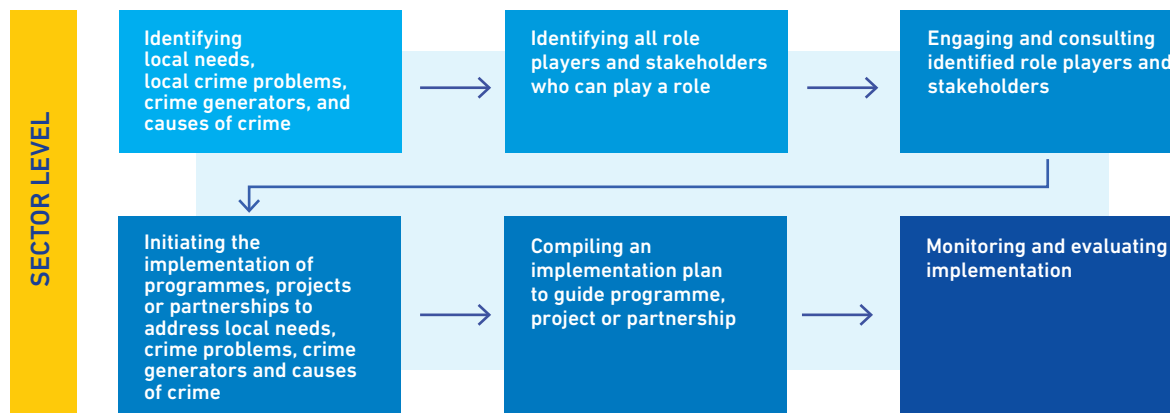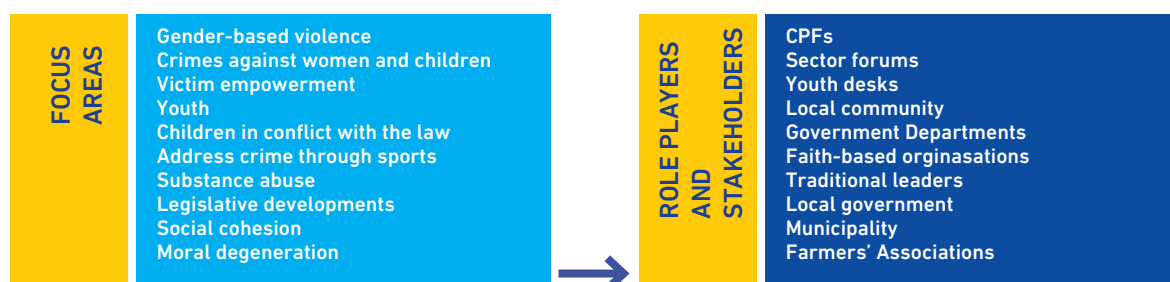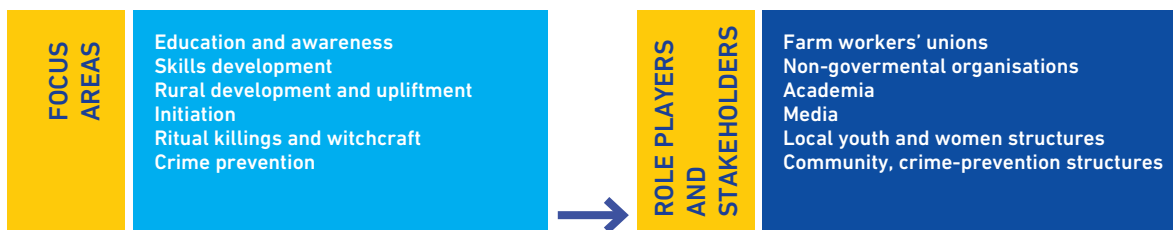## TARGETED MEASURES TO REDUCE CRIME

Offender

Implement physical protection measures and adopt sound security habits (safety hints)

Improving lighting, cut down overgrown vegetation, etc. (CPTED)

CONTRAVENTION / CRIME

Victim / Target

Environment

2.2.5 Initiating, Developing and Implementing Crime-Prevention Partnerships and Programmes/Projects to Address Crime in the Sector

SECTOR LEVEL

Identifying local needs, local crime problems, crime generators, and causes of crime	Identifying all role players and stakeholders who can play a role	Engaging and consulting identified role players and stakeholders
Initiating the implementation of programmes, projects or partnerships to address local needs, crime problems, crime generators and causes of crime	Compiling an implementation plan to guide programme, project or partnership	Monitoring and evaluating implementation

- **Who is responsible for initiating, developing and implementing programmes/projects or facilitating the establishment of a partnership to address crime and community needs in the sector(s)?**

  - The Sector Commander is responsible for gathering the relevant information to facilitate the development and implementation of effective and practical crime-prevention programmes/projects/ strategies or the establishment of partnerships in the sector to address crime, as well as causes and generators of crime, in cooperation with the CPF, sector forum, youth desks and other concerned community stakeholders.

- **What will inform the development of programmes/projects or establishment of partnerships?**

  - Information guiding the focus of programmes/projects/strategies to be developed or partnerships to be established will mainly be obtained from the following sources:
    - Community safety plans
    - Identified, underlying community problems which could contribute toward crime
    - CPA/CTA
    - SCCF taskings based on crime trends
    - Complaints from the community, other role players and stakeholders in the community
    - Observation
    - reas of concern/development identified by the CPF, sector forum, other community structures or the local community
    - Media and radio
    - Docket analysis
    - Proposals by role players and stakeholders in the community
    - Situational/environmental analysis
    - Sector policing objectives.

- **The following proposed focus areas should be considered and role players and stakeholders should be involved in the initiation, development and implementation process (not limited to the listed, focus areas/role players/stakeholders):**

FOCUS AREAS

Gender-based violence
Crimes against women and children
Victim empowerment
Youth
Children in conflict with the law
Address crime through sports
Substance abuse
Legislative developments
Social cohesion
Moral degeneration

ROLE PLAYERS AND STAKEHOLDERS

CPFs
Sector forums
Youth desks
Local community
Government Departments
Faith-based orginasations
Traditional leaders
Local government
Municipality
Farmers' Associations

FOCUS AREAS	Education and awareness Skills development Rural development and upliftment Initiation Ritual killings and witchcraft Crime prevention	→	**ROLE PLAYERS AND STAKEHOLDERS**	Farm workers' unions Non-govermental organisations Academia Media Local youth and women structures Community, crime-prevention structures

- Proper record must be kept of all programmes/projects/strategies or established partnerships.
- The implementation of the programmes/projects/strategies or established partnerships must be closely monitored and the impact must be assessed after implementation to determine whether or not the desired results were achieved or to make adjustments during implementation, if required.
- The guidelines for the establishment and management of partnerships in the SAPS should guide the establishment of partnerships.

2.2.6 Coordinating All Policing Activities in the Demarcated Sector(s)

- The coordinating functions of the Sector Commander include the following policing and community activities in his or her sector, which is interrelated to sector policing:

- **Policing activities**

  - Sector commanders of police stations must work in collaboration with the CPF, appointed Rural Safety Coordinator, Youth Desk, and crime-prevention coordinators to ensure that functions are coordinated properly and not duplicated or result in conflict of interest.
  - Sector commanders, who are also appointed as rural safety coordinators, will have the following additional functions (it must be noted that several of these functions are already performed by sector commanders):
    - Coordinating all activities and responsibilities that relate to the rural community
    - Developing a rural safety plan in cooperation with the operational command structures and in cooperation with all internal and external role players
    - Ensuring that contingency plans are compiled to support the Rural Safety Plan
    - Reporting all incidents of violence on farms and smallholdings, as required in HO's letter with reference 3/5/2/290, dated 15 November 2010
    - Facilitating the analysis of all incidents that occur in the rural area in cooperation with Crime Intelligence, including farms and smallholdings, to activate appropriate measures and crime-prevention actions to address these identified challenges
    - Developing and coordinating the implementation of projects and programmes in the sector(s) to address the prevention of crime
    - Facilitating rural safety meetings at the police station
    - Attending the Cluster Rural Safety Priority Committee meetings
    - Adopting a problem-solving approach to addressing rural crime by interacting with the rural community at sector and CPF meetings, as well as other community structures, such as traditional councils, school committee meetings and Farmers' Association meetings

- Educating the community on the implementation of safety measures in rural areas
- Facilitating the establishment of crime-prevention partnerships
- Providing monthly reports to the NATJOINTS and Visible Policing Division in respect of progress pertaining to the implementation of the Rural Safety Strategy.

- **Community activities**

    - The CPF, with the assistance of the Sector Commander, should be aware of community, crime-prevention structures, such as patroller groups; street committees; neighbourhood, street, block, farm, business, domestic and flat watches functioning in the sector(s) and should further attempt to have these structures affiliated to the CPF and coordinate their activities in the sectors. Firstly to ensure their safety, but also to ensure that they do not become vigilante groups not acting within the perimeters of the law.
    - It must be emphasised that the SAPS will only cooperate with community, crime-prevention structures that are affiliated to the CPF.
    - The CPF, with the assistance of the Sector Commander, must further ensure that these groups receive the necessary training regarding their rights and responsibilities.