AN INVESTIGATION INTO THE PERCEPTIONS OF POLICE OFFICIALS REGARDING THE IMPLEMENTATION OF SECTOR POLICING IN LIMPOPO PROVINCE

by

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Submitted in partial fulfilment of the requirements
for the degree

MAGISTER ARTIUM (CRIMINOLOGY)

in the

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Pretoria
July 2016

DECLARATION

Hereby I,

Rhona van Niekerk,

declare that the dissertation submitted for fulfilment of the degree Magister Artium in Criminology at the University of Pretoria is my own work and has not previously been submitted for a degree at another university.

RHONA VAN NIEKERK

July 2016

Dedicated to:

My husband and my child,

Andries and Wynand van Niekerk

ACKNOWLEDGEMENTS

With the completion of my study, I would like to thank the following people for their unique contributions to and assistance with this dissertation:

- my Heavenly Father, for His guidance and for giving me the strength to complete this study;
- Prof Bezuidenhout, my supervisor, for his meticulousness, guidance and support;
- Brig. le Roux and Lt Col. Smit for their support, motivation and guidance;
- Brig. Pheto, Head: Organisational Development and Strategic Management, Gauteng, and Lt Gen. Masemola, Provincial Commissioner, Limpopo province, for granting authority to conduct research within the SAPS;
- all the interviewees;
- Mrs de Wet, my editor, for her dedication and precision in editing this dissertation;
- my husband, child, family and friends for their support and motivation.

SUMMARY

TITLE: An investigation into the perceptions of police officials regarding the implementation of sector policing in Limpopo province.

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At the root of all new policing approaches is the ever-present quest to find best practices to prevent and reduce crime, to improve the safety of communities and individuals and to enhance the delivery of all kinds of police services to communities. Police practice and policy, inclusive of standing orders, force orders, directives and other forms of guidelines and instructions, have undergone many changes over the years, especially after the constitutional changes in 1994 when community policing and 'rights-based' policing became the foundation of democratic policing in South Africa.

On 13 January 2014, an innovative policing approach, namely sector policing was officially 're'-introduced to police stations. National Instruction 3/2013: Sector Policing was rolled out to 1 138 police stations for implementation. Minimum implementation criteria were determined in an effort to assist all police stations to implement sector policing. As a fundamental part 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 towards the development of a modern, democratic policing style to meet the safety and security needs of every inhabitant of South Africa at local level.

Although research on sector policing in South Africa is scant, the available research can be divided into three eras: Era 1 concerns research on 'non-official' sector policing from 1998 to 2009; Era 2 concerns research on National Instruction 3/2009 on Sector Policing from 2009 to 2013 and Era 3 concerns research since the implementation of National Instruction 3/2013 on

Sector Policing. The current study pioneered research in terms of National Instruction 3/2013 on Sector Policing. The researcher aimed to gauge the perceptions of South African Police Service (SAPS) officials responsible for sector policing in Limpopo province with regard to the official implementation of sector policing according to National Instruction 3/2013 guidelines.

The qualitative research approach was used with the purpose of exploring and describing the phenomenon being studied. Basic research was conducted by using a qualitative collective case study design. The exploration of the cases took place through semi-structured interviewing, a detailed in-depth data collection method. The researcher used the semi-structured interview schedule as research instrument to guide interviews. The non-probability sampling design was used. The selection of the sample depended on the purposive sampling design. During critical case sampling, as a type of purposeful sampling, the researcher purposefully selected and obtained information from the 10 station commanders and 20 sector commanders, from five rural and five urban police stations situated in the five districts of Limpopo province. A rural and an urban station were selected from each district. Data was collected and then processed through analytical procedures, into an understandable, insightful, trustworthy and original analysis. The technique that was used to analyse interviews was interpretative phenomenological analysis (IPA). Some of the data was also presented in a descriptive statistical form to support the qualitative presentation of the data.

The current study originated from personal interest but, it was also deemed important by SAPS and the researcher was requested by the Division: Visible Policing to determine the level of implementation of sector policing in Limpopo province in terms of Sector Policing National Instruction 3/2013. In addition, the researcher wanted to determine the perceptions of station commanders and sector commanders regarding the value of sector policing, as a crime reduction strategy, in their relevant policing precincts. The recording of the implementation process, successes and failures as well as perceptions by police officers in this regard was helpful in constructing best practices, which might be used by provinces and police stations countrywide. The findings of the current study stimulate further research. On-going research to monitor implementation levels and to oversee the implementation of Sector Policing National Instruction 3/2013 is important to successfully implement sector policing in South Africa. The study contributed to new knowledge by describing progress made since the official inception of sector policing in South Africa. It ultimately increased literature on the topic and the body of knowledge on sector policing, especially regarding Era 3. Several recommendations for future research are made and the findings of the current study could contribute to the development of

training material and the improvement of current implementation guidelines concerning sector policing in South Africa.

OPSOMMING

TITEL: 'n Ondersoek na die persepsies van polisie-beamptes met betrekking tot die implementering van sektor-polisiëring in Limpopo-provinsie.

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Onderliggend tot alle nuwe polisie benaderings is die soeke na die beste praktyk ten einde misdaad te voorkom en te verminder, die veiligheid van gemeenskappe en individue te bevorder en dienslewering aan die gemeenskap te verbeter. Polisiepraktyk en -beleid, met inbegrip van staande orders, magsorders, bevele, riglyne en instruksies, het die afgelope jare baie verander, veral ná die konstitusionele veranderings in 1994 toe gemeenskapspolisiëring en polisiëring wat op regte gefundeer is, die basis van demokratiese polisiëring in Suid-Afrika geword het.

Op 13 Januarie 2014 is 'n innoverende polisiërings-benadering, naamlik sektor polisiëring, amptelik weer by polisie-stasies ingestel. Sektorpolisiëring Nasionale Instruksie 3/2013 is na 1138 polisie-stasies uitgestuur vir implementering. Minimum implementerings-kriteria is vasgestel ten einde alle polisie-stasies behulpsaam te wees met die implementering van sektor-polisiëring. Sektor-polisiëring as 'n fundamentele deel van gemeenskapspolisiëring, word beskou as 'n meganisme waardeur individue in gemeenskappe georganiseer en gemobiliseer word om die dryfkrag te vestig vir die voorsiening van 'n meer doeltreffende en mens gerigte diens aan die gemeenskap. Sektor-polisiëring is ook 'n stap in die ontwikkeling van 'n moderne, demokratiese polisiëring-styl met die doel om op plaaslike vlak in elke inwoner van Suid-Afrika se behoefte aan veligheid en sekuriteit te voorsien.

Hoewel navorsing oor sektorpolisiëring in Suid-Afrika beperk is, kan die beskikbare navorsing in drie eras verdeel word: die eerste era sluit navorsing in oor 'nie-amptelike' sektor-polisiëring van 1998 tot 2009, die tweede era sluit navorsing in oor Sektorpolisiëring Nasionale Instruksie 3/2009 van 2009 tot 2013 en die derde era sluit navorsing in sedert die implementering van Sektorpolisiëring Nasionale Instruksie 3/2013. Die bestaande studie fokus op die derde era en het die weg gebaan rakende navorsing in terme van Sektorpolisiëring Nasionale Instruksie

3/2013. Die navorser het gepoog om die persepsies te bepaal van SAPD-beamptes wat verantwoordelik is vir die implementering van sektor-polisiëring in Limpopo-provinsie ingevolge die riglyne van Sektorpolisiëring Nasionale Instruksie 3/2013.

Die kwalitatiewe navorsings-benadering is gebruik met die doel om die verskynsel wat bestudeer is te ondersoek en te beskryf. Basiese navorsing is onderneem met behulp van 'n kwalitatiewe kollektiewe gevallestudie-ontwerp. Die ondersoek van die gevalle het plaasgevind met behulp van semi-gestruktureerde onderhoudvoering, 'n deeglike data-insamelings-metode. Die navorser het die semi-gestruktureerde onderhoud-skedule as navorsings instrument gebruik om die onderhoude te rig. Die nie-waarskynlikheidsteekproefontwerp is gebruik. Die keuse van die steekproef het op die doelgerigte steekproef-ontwerp berus. As vorm van doelgerigte steekproefontwerk het die navorser 10 stasie-bevelvoerders en 20 sektor-bevelvoerders van vyf stedelike en vyf plattelandse polisie-stasies geleë in die vyf distrikte van die Limpopo-provinsie doelgerig uitgesoek. 'n Stedelike en plattelandse polisie-stasie is uit elke distrik gekies. Data is versamel en in 'n verstaanbare, insiggewende, betroubare en oorspronklike analise verwerk. Die interpretatiewe fenomenologiese analitiese (IPA) tegniek is aangewend om die onderhoude te analiseer. Sommige van die data is ook in 'n beskrywende, statistiese vorm aangebied om die kwalitatiewe aanbieding van die data te ondersteun.

Die motivering vir die huidige navorsingstudie het ontstaan uit persoonlike belangstelling en dit was ook as belangrik beskou deur die SAPD en die navorser is derhalwe versoek deur die sigbare polisiëringsafdeling om die implementeringsvlak van sektor-polisiëring in Limpopo-provinsie ingevolge Sektorpolisiëring Nasionale Instruksie 3/2013 vas te stel. Dit was ook vir die navorser belangrik om stasie- en sektorbevelvoerders se persepsies van die waarde van sektorpolisiëring as misdaadvoorkoming-strategie in hul onderskeie polisiëringsgebiede vas te stel. Die optekening van sowel die implementasieproses, sukses en mislukkings as die persepsies van polisiebeamptes in hierdie verband het bygedra tot die formulering van beste praktyk wat gebruik kan word deur provinsies en polisiestasies landwyd. Die navorsings-bevindings van die onderhawige studie kan verdere navorsing stimuleer. Volgehoue navorsing om die vlak van implementering te monitor en oorsig van die implementering van Sektorpolisiëring Nasionale Instruksie 3/2013 is belangrik om sektor-polisiëring in Suid Afrika te implimenteer. Die navorsing het bygedra tot nuwe kennis ten opsigte van sektor-polisiëring deur die vordering wat reeds gemaak is sedert implementering in Suid Afrika, onder die loep te neem. Die studie dra by tot uitbreiding van literatuur en die inhoud oor sektor-polisiëring, veral ten opsigte van Era 3. Verskeie aanbevelings vir toekomstige naorsing word gemaak wat benut

kan word vir die ontwikkeling van opleidings-materiaal en die verbetering van bestaande implementeringsriglyne rakende sektor-polisiëring in Suid Afrika.

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An investigation into the perceptions of police officials regarding the implementation of sector policing in Limpopo province

CHAPTER 1: INTRODUCTION TO THE STUDY

Chapter 1 presents the background, problem statement, rationale and purpose of the study. Also, key concepts are defined and clarified. Lastly, the outline of the chapters is discussed.

1.1 INTRODUCTION

The South African Police Service (SAPS) has undergone a paradigm shift since the abolishment of the apartheid regime in 1994. Before 1994, the South African Police (SAP) employed a militaristic approach to policing, which was based on limited community involvement in policing matters. Since then, the 'force' has changed into a 'service' with the emphasis on community policing, a philosophy of policing that emphasises a co-operative approach between the police and citizens focusing on solving community problems and improving the quality of life in the community (Wilson, Ashton & Sharp, 2001: 30). The introduction of community policing (CP) in 1994, when South Africa (SA) became a democracy, has until now not adequately solved the country's widely documented crime problem. In fact, many practitioners and academics question the impact and value of this type of police philosophy in South Africa (Dixon, 2007: 167).

Against the background of a struggling community policing philosophy in South-Africa (SA) many police managers and politicians became desperate to nullify criticisms. At that stage, the international policing community viewed sector policing (SP) as an effective tool to assist in the suitable implementation of community policing strategies and as a useful backing to community policing. Therefore between 1998 and 2009, an additional policing method known as sector policing has been employed unofficially without any endorsement from the SAPS head office, by different police stations in South Africa. The strategy was spawned abroad and several South African police managers who attended meetings and conferences abroad in 1998 talked about its viability in South Africa. Some police stations adopted the strategy based on these deliberations as well as some guidelines that were communicated in 2003 in a Draft National Instruction on Sector Policing. The SAPS head office did not instruct police stations to implement the strategy, only to comment on the draft document. This caused much confusion and several police stations used the outcomes of deliberations and the draft guidelines of 2003

to implement sector policing without proper instruction from the SAPS head office to do so. Therefore, the sector policing strategy is known to many police officers and community members as a failed strategy of the past (Bezuidenhout, 2011: 6). In fact sector policing was only officially introduced in South Africa in 2009 and is actually a current strategy that is only now being officially implemented.

1.2 THE 'OFFICIAL' ONSET OF SECTOR POLICING IN SOUTH AFRICA

Only after much deliberation and non-consensus since 1998 between senior managers in the police was sector policing officially accepted and was a national instruction promulgated in this regard on 13 July 2009. This implies that many police stations acted prematurely and implemented a strategy without proper guidelines and leadership before it was officially communicated to police station management. However, after 2009, a fresh emphasis was placed on the sector policing initiative, which was aimed at preserving the social order by encouraging police involvement in smaller, more manageable geographical sectors contained in a particular police precinct (Bezuidenhout, 2011: 11; Govender, 2012: 79; Moolman, 2003: 28).

Although *sector policing* was officially implemented much later (2009) than *community policing* (1994), it can essentially be described as a tool or strategy to implement community policing more effectively. As a strategy or method, sector policing implies a co-operative and symbiotic relationship between law enforcement and the community. In 2003, before proper endorsement and implementation of sector policing in 2009, sector policing was not only regarded as a practical manifestation of community policing, but also as "… a step towards the development of a modern, democratic policing style for the present century and thus to address the safety and security need of every inhabitant of South Africa" (SAPS Training Division, 2004:4).

After the official instruction that sector policing was an additional official instrument of policing in South Africa, clear guidelines for the implementation of sector policing were given in a national instruction in 2009. This five-page document gave instructions to all station commanders on how to implement the strategy and how the community should get involved in sector policing. However, shortly after the 'official' implementation of sector policing in 2009, the SAPS national commissioner instructed the divisional commissioner, Visible Policing, in 2010 to review the status and implementation of sector policing as a policing approach. Not all police stations, especially police stations situated in rural areas, were able to implement sector policing to its full

extent and in accordance with the standards set out in the former national instruction on sector policing, National Instruction 3/2009. In addition, it was further determined that a common understanding in respect of sector policing as a policing approach did not exist internally in the SAPS, as well as externally in the broader community. The review by the divisional commissioner, Visible Policing, regarding sector policing as a newly implemented policing approach dealt with the following:

- identification of all implementation challenges;
- proposals on how to solve the identified challenges;
- identification of good practices and lessons learnt; and
- the roll-out to all police stations which have not yet implemented sector policing (Smit, 2014).

Following the review process of the divisional commissioner, Visible Policing, the SAPS top management realised that Sector Policing National Instruction 3/2009 had to be amended. The amendment was made accordingly and was approved to enhance the operationalisation of sector policing in the SAPS. According to Le Roux (2014), the amended version of the 2009 national instruction was absorbed in Sector Policing National Instruction 3/2013. This new instruction was approved on 8 July 2013. The aim was to enable all police stations to implement sector policing as a policing approach. An implementation plan was drafted in consultation with the provincial commissioners to guide the implementation and roll-out of the minimum criteria for sector policing implementation standards at police station level. On 13 January 2014, National Instruction 3/2013 on Sector Policing was rolled out to 1 138 police stations for implementation. Minimum implementation criteria were determined in an effort to assist all police stations to implement sector policing successfully.

Although research on sector policing in South Africa is scarce, the available research can be divided into three eras: Era 1 concerns research on 'non-official' sector policing from 1998 to 2009; Era 2 concerns research on National Instruction 3/2009 on Sector Policing from 2009 to 2013 and Era 3 concerns research since the implementation of National Instruction 3/2013 on Sector Policing. The study will pioneer research in terms of National Instruction 3/2013 on Sector Policing and falls into the Era 3 period. The researcher aims to verify the perceptions of SAPS officials responsible for sector policing in Limpopo province with regard to the official implementation of sector policing according to National Instruction 3/2013 guidelines.

1.3 RATIONALE AND PROBLEM STATEMENT

Although the idea of *sector policing* as a policing approach in South Africa is more than a decade old, it only recently became an official instruction to implement sector policing at police stations (Bezuidenhout, 2011: 6). Sector policing must now officially be implemented at all police stations in South Africa in terms of Sector Policing National Instruction 3/2013 (Smit, 2014). It will only become evident whether it is case closed or not for sector policing once the proper mandated guidelines have been followed by all police stations and when a follow-up study can shed light on the success of this policing initiative.

In South Africa, there is a general lack of research on sector policing and more specifically research covering the Era 3 time frame. Despite it having been introduced as a post-1994 crime reduction strategy, its successes and failures have not been satisfactorily recorded. Taking into consideration the period since sector policing has been introduced to South Africa's policing environment, it becomes important to take stock of what has happened and what has been achieved. If not, the knowledge and insights gained will become increasingly fragmented and inaccessible. Moreover many people confuse community policing research with research pertaining to sector policing. Although the two concepts are intertwined, *sector policing* is not *community policing*. The current study purely focuses on the implementation process of sector policing and the perceptions of police officers regarding the implementation process as depicted in Sector Policing National Instruction 3/2013. Therefore, it is not a study about community policing.

The recording of the successes and failures as well as perceptions of police officers in this regard is helpful in constructing best practices that may be used by provinces and police stations countrywide. The findings might also lead to further research that could probe the relationship between the variables resulting in such failures or successes. Therefore, the study might contribute to new knowledge by describing progress made since the official inception of sector policing in South Africa, which ultimately would increase literature on the topic and the body of knowledge on sector policing.

The *Annual Performance Plan 2014/2015 of the South African Police Service* (SAPS Strategic Management, 2014: 3) as well as the Division: Visible Policing of the SAPS expressed the need for an assessment study that will determine whether sector policing has been implemented in

terms of Sector Policing National Instruction 3/2013. They also stated that scientific findings regarding the perceptions by police officers of the official implementation process would be valuable for future planning purposes (Smit, 2014). During personal discussions with experts in the field of policing, both Burger (2013) and Zinn (2014) supported the rationale of the study and endorsed the aims and objectives of the research.

The research problem that the current study aims to solve is that no research has been conducted on the implementation of sector policing in terms of National Instruction 3/2013 on Sector Policing in South Africa in general and Limpopo in particular.

Arising from the problem statement, the research question is formulated as follows:

- How do police officers responsible for sector policing in their police stations perceive the implementation process of sector policing in Limpopo since the directive of the Sector Policing National Instruction 3/2013 has become official?

A sub-question is also formulated to determine the level of commitment to implement the official guidelines of the instruction:

- How do station commanders and sector commanders adhere to the National Instruction 3/2013 guidelines pertaining to the implementation of sector policing?

1.4 GOAL AND OBJECTIVES

The goal of the study is to undertake a research project to determine the perceptions of South African Police Service officers responsible for implementing sector policing at their stations in Limpopo province according to Sector Policing National Instruction 3/2013 guidelines.

The objectives of the study are as follows:
- to determine the level of implementation of sector policing in Limpopo in terms of Sector Policing National Instruction 3/2013;
- to determine the perceptions by station commanders of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in their relevant policing precincts;

- to determine the perceptions by sector commanders of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in their relevant policing precincts.

1.5 DEFINITION OF KEY CONCEPTS

For the purpose of the study, a number of key concepts are defined, primarily those related to sector policing. (Note that there is no clarity regarding whether sector policing is an approach, strategy or technique. Currently the most recognised concept to explain what sector policing entails is, approach, therefore in the current study sector policing will be deemed a new policing approach in the policing domain). The definitions indicate how they will be used in the content of the research. The key concepts are as follows:

1.5.1 Policing

The concept of *policing* is becoming a contentious issue. Policing is being transformed and restructured in the modern world . The arguments in favour of a broader meaning of the concept of *policing*, namely that *policing* refers to any legitimate activity aimed at the provision of security, whether it is provided by the state police or by a private security institution, are not convincing or supported as they contribute to debate and add to existing confusion regarding the concepts of *police* and *policing*. The study supports a more conservative or traditional interpretation of *policing,* namely to denote those functions performed by the police. The following definition of *policing* as formulated by Burger (2006: 28) will be used to indicate the direction of arguments in the study: "…all those lawful activities, whether proactive or reactive, performed by the police in the process of providing their prescribed services such as reassuring the public, creating a visible deterrence, and executing their law enforcement, crime investigation and public order maintenance functions".

1.5.2 Crime combating

According to Burger (2013), the term *crime combating* should be construed as inclusive of both crime prevention and policing; *crime combating* serves as an overarching term for different legal activities aimed at fighting crime, whether it is to prevent, reduce, control, deter or solve crime, and also include policing activities such as law enforcement, the maintenance of public order and visible policing. Based on this argument, the following definition of *crime combating* is adopted for the purpose of the study: "Crime combating entails any lawful activity aimed at

reducing crime, whether it refers to measures aimed at the prevention of crime, or whether it is an activity associated with proactive or reactive policing" (Burger, 2006: 10).

1.5.3 Crime prevention and crime deterrence

According to Section 205(3) of the Constitution of the Republic of South Africa, 1996, the objectives of the police service are to prevent, combat and investigate crime, to maintain public order, to protect and secure the inhabitants of the Republic and their property, and to uphold and enforce law. However, the crime prevention role of the police should be considered against the background of precipitating and predisposing factors of crime. Removing the predisposing factors must be the primary focus of crime prevention interventions. The degree of success in terms of meeting the need (predisposing factors) should have a corresponding degree of inhibiting influence in relation to opportunity (precipitating factors). The only contribution the police can make towards the prevention of crime is in terms of the deterrence effect of its policing activities. Deterrence affects the precipitating factors of crime and should therefore be regarded as a secondary form of prevention (Burger, 2006: 111; Olutola, 2012: 17). Crime prevention and crime deterrence are interrelated, but not synonymous. *Prevention* is the overarching concept, with deterrence one of its subdivisions, very much like crime prevention is a subdivision of crime combating (Berning, Mistry & Tait, 2013: 75).

Crime prevention and proactive policing should not be confused. Whereas *crime prevention* refers to all activities by all role-players, including the criminal justice system and therefore also the police, *policing* (both pro- and reactive) refers only to the activities of the police. In this regard, *proactive policing* should be understood to refer to all those police activities which either prevent a crime from actually taking place (interventions), or which act as a deterrence to crime (Burger, 2006: 112).

Crime prevention seeks to intervene in the process and conditions that cause criminal events. The Department of Safety and Security (1999-2004: 40) defines *crime prevention* as activities which reduce, deter or prevent the occurrence of specific crimes through environmental design, changing the conditions thought to cause crimes and providing a deterrence in the form of the criminal justice system. Crime prevention, as argued by Burger (2006: 112), is everyone's business and requires a control position in law enforcement, active co-operation among all elements of the community, continual testing and improvement, and education. For the purpose of this research, *sector policing* is seen as a sector-specific crime prevention strategy.

1.5.4   Direct and indirect policing

Direct policing refers to those functions and activities where the police directly confront unlawful conduct and offenders. The concept *indirect policing* is applicable to those activities which have to do with the interaction between the police, other government agencies, local authorities, non-government agencies, communities and community-based organisations, with the aim of dealing with socio-economic and other risk factors of crime. Crime itself is only a result or product and cannot be combated without resorting to both of the above-mentioned approaches simultaneously. The emphasis should not be on what is perceived to be the best policing model or approach, but rather a distinction should be made between those crime-combating activities where the police have a direct responsibility and can make a direct impact on crime, and those activities where the police, through their interaction with others and by sharing information and their expertise, can make an indirect impact on crime (Burger, 2006: 59-60).

1.5.5   Community policing

The concept of *community policing* has been the most talked-about, written-about and tried-out attempt at improving policing over the last two or three decades. There are different variations of and difficulties relating to the concept. For the purpose of this research, *community policing* refers to a philosophy of policing that emphasises a cooperative approach between the police and citizens focusing on solving community problems and improving the quality of life in the community (Marks, 2009: 37-38). Community policing is different from traditional policing in the sense that it attempts to identify and solve the underlying problems, unlike the traditional approach, which deals with the symptoms of crime and disorder by responding to calls or incidents (Marks, 2009: 156).

Sector policing is regarded as a practical manifestation of community policing, and as with the community policing approach, it is intended to promote crime prevention by working with communities in smaller geographical areas. With its focus on community safety and its doctrine of sensible policing, the police should be guided in terms of acting responsibly and fairly, consulting the public and working in co-operation with all individuals, groups and institutions that have a shared and lawful interest in the combating of crime (Maroga, 2004: 1; Public Service Commission, 2005: 20; Roelofse, 2010: 58; Smith, 2008: 44).

1.5.6   Sector policing

Sector policing is defined in National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013: 1) as a policing approach that adopts a decentralised and geographical approach to policing by dividing a station area into manageable sectors to improve effective policing, service delivery, community involvement and interaction through partnership policing. The purpose of this instruction is to provide minimum standards to regulate the implementation of sector policing in the police service. *Sector policing* is a relatively new concept in South Africa and although it was created in 1998, it has still not been fully implemented throughout the country. *Sector policing* is regarded as a practical manifestation of community policing and is intended to promote crime prevention by working with communities in smaller geographical areas or sectors (Maroga, 2004: 1). Dixon and Rauch (2004: 2) state the following: "Sector policing can be defined as policing in the community, for the community. Areas are divided into smaller manageable sectors, managed by full-time police officers that patrol their respective sectors; and being stationed in the heart of a sector means that police are in greater contact with the community."

Sector policing concentrates on community safety and focuses on the following:
- organising the community and community structures in a sector to play a more structured role in their own safety and security;
- establishing an effective mechanism to provide for the policing needs of each sector;
- keeping the community informed as far as issues affecting them are concerned;
- tapping into the community to gather information relating to crime, the risk factors of crime and known or potential criminals;
- establishing a mechanism to channel information regarding the socio-economic causes of and conditions conductive to crime, to those government agencies or co-ordinating structures that are in a position to deal with these causes and conditions (Burger, 2006: 149; Minnaar, 2010: 199-200; Oliver, 2001: 245).

1.5.7   Sector

A *sector* is defined in National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013: 1) as a geographical area within a police station's area or precinct. A *sector* in the context of this research refers to a clearly demarcated policing area. It is made up of the local community and police officers of that sector. This community is either called a local community, sector community or local neighbourhood. Each sector is unique, has sector

boundaries and is assigned to a sector commander. Though the sectors are unique, they often possess similar features such as crime trends, geographical features and socio-economic factors (Buthelezi, 2012: 11).

1.5.8   Sector commander

According to National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013: 1), *a sector commander* means a permanent member designated by the station commander to manage and co-ordinate all crime-related activities in the demarcated sector and to act as liaison between the community and the police.

1.5.9   Station commander

According to Standing Order (General) 28 Duties of a Station Commander of the South African Police Service No. 21 of 2011 (South Africa, 2011: 1), *a station commander* means any member appointed in command of a police station, whether permanently or temporarily. A station commander must support the relevant provincial commissioner in order to ensure that duties and responsibilities entrusted to the provincial commissioner, in respect of his or her province, are complied with in his or her station area. According to National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013: 1), *a station commander* has overall command of all sector policing activities in his or her station area or precinct.

1.5.10 Operational commander, support commander, deployment and members

National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013: 1) provides the following definitions:

- *Operational commander* means a member designated by the relief commander to take command and control of operational members for the duration of a shift.
- *Operational support commander* means a member designated by the station commander to take control of all the operational support functions such as court services, firearm, liquor and second-hand goods services, exhibit management, crime prevention and sector commander(s).
- *Operational deployment* refers to the deployment of operational members to render the necessary services to the community in the demarcated sectors, including police patrols, crime prevention activities and responding to complaints.

- *Operational members* means any member of the service referred to in Section 5(2) of the South African Police Service Act, 1995 (Act No. 68 of 1995) who carries out operational duties.

1.5.11 Sector crime forum

National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013: 1) describes a *sector crime forum* as a forum established in a demarcated sector to support community participation in the prevention of crime. Therefore, the concept of *sector crime forum* refers to a structure in a sector where the community and the police are present to discuss the safety and security issues of that sector.

1.5.12 Sector profile and report

A *sector profile* is defined in National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013: 1) as a planning tool that is used to provide direction to the sector commander to identify the demographical and geographical information, the needs, concerns, perceptions and abilities of a community in a sector in respect of crime-related matters. National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013: 1) refers to a *sector report* as an operational report compiled by the operational commander and operational members after every shift.

1.6 CHAPTER OUTLINE AND TIME-LINE

The chapter outline provides an overview of the structure of the dissertation. It indicates how the various elements fit together and reflects the logical development of the investigation. The chapter outline describes the focus of each chapter of the dissertation as follows:

- Chapter 1: Introduction to the study.
  Chapter 1 presents the background, problem statement, rationale and purpose of the study. Key concepts are defined, described and clarified. Lastly, the outline of the chapters is presented.
- Chapter 2: Literature review.
  The second chapter discusses relevant and authoritative literature on the topic.
- Chapter 3: Theoretical contextualisation.
  The third chapter highlights the theoretical framework for the topic.
- Chapter 4: Research methodology and techniques.

Chapter 4 explain the research methodology and strategies used in the study to answer the research questions. The choice of research design, selection of cases and participants, data collection and documentation techniques as well as data analysis and interpretation are explained. The chapter concludes by referring to the quality criteria and ethical considerations for the study.

- Chapter 5: Results of the study and analysis of collected data.

  Chapter 5 includes the results and findings of the study. An analysis of the data as well as the findings is presented.

- Chapter 6: Data interpretation and recommendations.

  In Chapter 6, the results of the research are linked with the central research question and sub-question. The chapter also outlines the possible contributions and limitations of the study. Recommendations for future research are made.

1.7 CONCLUSION

Chapter 1 presented the background, problem statement, rationale and purpose of the study. Key concepts were defined and clarified. The statement of the problem was formulated in order to highlight the key issues that necessitate research and to formulate the aims of the study. Lastly, the chapter outline was presented. The next chapter includes the theoretical framework as well as the relevant and authoritative literature on the topic.

CHAPTER 2: LITERATURE REVIEW

The second chapter consists of relevant and authoritative literature regarding the subject matter of the current study.

2.1 INTRODUCTION

The literature review underlines the specific problem that the researcher will investigate. This section indicates where the study fits into broader debates about sector policing. It thus justifies the significance of the research against the background of existing knowledge. The literature review demarcates the central issues and thus the boundaries of the research study. The information in the literature review demonstrates a clear understanding of the main debates in the field of inquiry. It serves as a reminder that the research study is part of the on-going academic debate between academic writers and researchers on the specific issue(s) intended to be researched. The researcher will note the arguments, discussions and findings regarding the matter under study in order to compare and contrast texts. The literature review paves the way for the researcher to formulate a view and come to conclusions about the shortcomings and how they should be approached to further pursue the debate on the topic.

All over the world, police agencies have come to realise that due to the complex and diverse nature in which crime manifests and their limited resources, they alone are not capable of implementing effective crime prevention strategies. Therefore, international trends in policing demonstrate the increasing involvement of communities and a partnership relationship. In the South African context, a policy framework was introduced for community policing, which provides comprehensive guidelines on how such partnerships with communities can be established, how they should function and their implementation as a solution for community problems and resolving crime. Sector policing is one of the latest developments in policing in South Africa, which originated primarily in the United Kingdom (UK). Sector policing is part and parcel of community policing and must be seen as an enabling mechanism to organise and mobilise individuals within communities to establish the driving force on which the philosophy of community policing is based. Sector policing supports the 'back-to-basics' approach of service delivery in order to provide an effective and personal service to the community (Smith, 2008: 43-44). This section provides a literature review of the origins of sector policing, what it constitutes,

how it developed in South Africa (unofficially and officially), how it is regulated and the extent of its implementation.

2.2 ORIGINS OF SECTOR POLICING

Sector policing is a United Kingdom-based policing model that can be traced back to the 1960's and was initially known as 'neighbourhood' policing. Sector policing adopts a far more decentralised approach to policing, as it was initially intended as a strategy to deal with the root causes of crime at specific geographical locations, in partnership with particular communities. Thus, sector policing should be viewed as a tailor-made policing approach created to suit specific local needs (Maroga, 2003: 13).

The precursor of sector policing as a geographically responsible form of community policing lies in the introduction of unit beat policing in Britain in the 1960s, in trials of what was later named team and/or sector policing. The trials with regard to beat policing were also implemented in various cities in the United States (US) shortly thereafter. Subsequently, a series of experiments in the organisation of police patrols in the UK and the US followed. All these innovations and experiments took as their starting point the notion that teams of officers should assume responsibility to meet as many of the policing needs of a particular area as possible. In addition, the idea of *geographical responsibility* was added. The Surrey constabulary introduced "total geographic policing" across their county in September 1989, while the metropolitan police in London continued to use geographical styles of policing in some of the largest and most problematic areas of the city's public housing estates. Eventually, they started to implement what became known as sector policing throughout the capital from the end of 1990 following a lengthy process of organisational review (Dixon, 2007: 165; Dixon & Rauch, 2004: 11).

The new approach meant that officers were divided into teams dedicated to policing smaller geographical areas or sectors, instead of being responsible for policing a whole division as members of a shift. The principles of sector policing in London also included working in close co-operation with the community, encouraging accessible patrolling by known local officers and identifying underlying causes of local problems. Thus, through geographical responsibility for sectors in the traditional division, sector policing was spawned. The style of policing was captured in a new concept, namely *sector policing.* It encapsulated a new style of policing,

commitments to consultation, more urgent responsiveness and a problem-solving approach (Dixon, 2007: 166; Dixon & Rauch, 2004: 12).

The discussion of the history of geographically responsible policing in Britain would not be complete without a reference to its latest manifestation in a national programme of neighbourhood policing. This new approach commits the government to ensuring that every area in England and Wales will benefit from dedicated, visible, accessible and responsive neighbourhood policing teams giving the public a real say in local policing issues and setting local priorities. Local teams are led by police officers, but in recognition of the growing pluralisation of policing, they will also include volunteers and community support officers. The government sees effective neighbourhood policing as central to making communities safer, and to reducing crime and anti-social behaviour (Dixon, 2000: 20; Dixon, 2007: 167; Maroga, 2004: 1).

2.3 INTRODUCTION AND DEVELOPMENT OF SECTOR POLICING IN SOUTH AFRICA

The last two decades has seen many challenges for policing, caused by aspects influencing the internal and external environment of the police service. One of the greatest challenges faced by the South African Police Service (SAPS) has been the need to change its perceived role from that of the strong arm of an unrepresentative government to a legitimate police service that is professional and fulfils the policing needs of all people in a democratic context. The vision of the SAPS is to create a safe and secure environment for all the people in South Africa. Its mission is to create this by participating in endeavours to deal with the root causes of crime in all communities, as well as working to prevent any action which may threaten the safety and security of any community or person and finally, to investigate incidents of crime in order to bring the perpetrators of such action to justice (Govender, 2010: 69).

With the appointment of the national commissioner of the SAPS in January 1995, the process of changing from a police force to a police service formally started. The idea of the early 1990s of a police service accountable to the community through its democratically elected institutions had to be given practical manifestation (De Vries, 2008: 129). The plethora of legislative and policy changes which South Africa has undergone since 1994 has had a significant impact on the approaches and philosophy informing the transformation of policing services. Aimed at improving the effectiveness and efficiency of policing services, these changes have emphasised

two important elements, namely community involvement and a human-rights based approach to policing. The policy and legislative changes called for a substantial change in the operational methods of policing, and one response to this has been the introduction of a new policing style, known as sector policing (Public Service Commission, 2005: 21).

The concept of *sector policing* was imported from the United Kingdom to South Africa in the late 1990's. This was justified as part of the on-going modernisation and internationalisation of the SAPS and the re-entry of the concept of *sector policing* into the international market of police ideas. Initial documents by the SAPS abound with references to "unit beat systems" and "team policing" such as used in the US since the 1970's, and the UK-based "problem-oriented policing" (Dixon & Rauch, 2004: 57).

As early as 1994, the then Minister of Safety and Security's draft policy document on change in the police mentioned community police officers with an intimate knowledge of a particular area and its problems as the main operational units of a lean and efficient police organisation. Two years later, in 1996, the term *sector policing* made an appearance in the National Crime Prevention Strategy (NCPS) as an operational strategy aimed at maximising police deployment in areas affected by "inter-group conflicts". The NCPS subsequently defined *sector policing* as the rendering of police services as close as possible to the community. It entailed the division of geographical areas into smaller, more manageable sectors and the assignment of police members to these sectors on a full-time basis (Mahuntse, 2007: 20; Maroga, 2004: 1).

Apart from reference to and progress reports about its implementation, there are official sources of information on the development of sector policing in South Africa. The first of these, the National Crime Prevention Strategy, was already referred to above and provides the first (South African) definition of the concept. Other official sources are as follows:

- the South African Police Service Act, 1995 (Act No 68 of 1995);
- the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996);
- the White Paper on Safety and Security 1999-2004;
- the Draft National Instruction on Sector Policing 2003;
- the Draft Policy Document on Sector Policing 2005;
- the Strategic Plan for the South African Police Service 2005-2010;
- the Sector Policing National Instruction 3/2009;
- the National Rural Safety Strategy 2010;

- the Strategic Plan for the South African Police Service 2010-2014;
- the National Development Plan 2011-Vision 2030;
- the Sector Policing National Instruction 3/2013;
- the Implementation Plan: Enhanced Operationalisation of Sector Policing 2013/2014;
- the Sector Policing Implementation Toolkit 2014;
- the South African Police Service Annual Performance Plan 2014-2015.

The reason for the implementation of sector policing was to maximise effective police visibility and enhance accountability at local level. Sector policing was viewed as a multi-layered policing approach. Firstly, it was a crime prevention approach aimed at mobilising and engaging local communities in fighting against crime. Secondly, it was a step towards the development of a modern and democratic policing style dealing with the safety and security concerns of all South Africans (Maroga, 2004: 2-3; Public Service Commission, 2005: 22; Steinberg, 2005: 27).

According to *Implementation Plan: Enhanced Operationalisation of Sector Policing 2013/2014* (SAPS Visible Policing Division, 2013: 1), most police stations, especially police stations situated in rural areas, were unable to implement sector policing to its full extent and in accordance with the standards as set out in the former National Instruction on Sector Policing, National Instruction 3 of 2009. In addition, it was further determined that a common understanding in respect of sector policing as policing approach did not exist internally in the SAPS, as well as externally in the broader community. This led to the Portfolio Committee on Police instructing the Department of Police to conduct a review of sector policing as policing approach, dealing with the following:

- identification of all implementation challenges;
- proposals on how to resolve the identified challenges;
- identification of good practices and lessons learnt; and
- roll-out to all police stations which have not yet implemented sector policing.

According to *Implementation Plan: Enhanced Operationalisation of Sector Policing 2013/2014* (SAPS Visible Policing Division, 2013: 3), the outcome of the review emphasised the following:

- A 'one-size-fits-all' sector policing approach cannot be adopted.
- Sector policing is not the only operational policing approach and police stations should be given discretion to decide on the most suitable policing approach, depending on the community they serve.

- Police stations, especially in deep rural areas, cannot implement sector policing to the same standard as in urban areas with well-developed infrastructure and smaller policing precincts.
- Sector policing is not a sustainable policing approach if its success depends on huge numbers of human and physical resources.
- Sector policing should be used as policing approach to encourage community mobilisation, interaction and building a culture of mutual co-operation and trust.

To enable police stations in rural areas with limited resources to implement sector policing, the following minimum implementation criteria were determined after consultation with all role-players as part of the review process (SAPS Visible Policing Division, 2013: 3-4):

- The police station area must be demarcated into manageable sectors, at least two sectors.
- A permanent member must be appointed as a sector commander to manage and co-ordinate all crime-related activities in the demarcated sectors.
- A sector profile must be compiled for each demarcated sector by the appointed sector commander.
- Operational members and physical resources must be deployed in accordance with the crime pattern and threat analysis to carry out policing duties in the demarcated sectors in order to enhance service delivery, based on the available resources.
- A sector forum must be established or existing community structures may be used for this purpose as long as they facilitate community interaction and participation.

Based on the above outcome and minimum implementation criteria to implement sector policing, Sector Policing National Instruction 3/2013 was subsequently approved to enhance the operationalisation of sector policing in the SAPS. On 13 January 2014, Sector Policing National Instruction 3/2013 was rolled out to 1 138 police stations for implementation (Smit, 2014).

2.4 CURRENT STATUS OF SECTOR POLICING IN SOUTH AFRICA

Sector Policing National Instruction 3/2013 (see Appendix A) was approved by the National Commissioner on 8 July 2013, following the finalisation of the review process in an attempt to enable all police stations to implement sector policing as a new policing approach. An implementation plan was drafted in consultation with the provincial commissioners to guide the implementation and roll-out of the minimum implementation standards for sector policing at police station level. A strategy was formulated to support the enhanced operationalisation and

maintenance of sector policing at all police stations. The implementation status of sector policing on 31 March 2015 is highlighted in Table 1 (Smit, 2014).

Table 1: Status of sector policing implementation: 31 March 2015

Province	Number of police stations	Police stations implemented	Police stations not implemented
Eastern Cape	196	192	4
Free State	110	110	0
Gauteng	142	142	0
KwaZulu-Natal	184	150	34
Limpopo	97	97	0
Mpumalanga	86	86	0
North West	82	77	5
Northern Cape	91	45	46
Western Cape	150	150	0
TOTAL	1 138	1 049	89

Sector Policing National Instruction 3/2013 is essentially a helpful document. It is more comprehensive and realistic than any policy document before it. More importantly, it subtly changes the focus of sector policing from community policing to community safety. Although the document still implies that dealing with the root causes of crime is a police function, and although it continues to link sector crime forums to community policing forums, it is evident that the primary objectives of sector policing are the "individual and unique" safety and security needs of each sector (Burger, 2013).

An important feature of sector policing policy in South Africa is the need for the policy to cater for a variety of diverse areas. In particular, the implementation of sector policing in some parts of rural South Africa is likely to generate interesting challenges and results. Rural safety has been a police priority in recent years, with escalating levels of violent crimes being recorded in some areas. The purpose of the Rural Safety Strategy 2011-2014 implementation document was to provide practical guidelines at provincial, cluster and police station level, to support the smooth implementation and roll-out of the rural safety strategy. The Rural Safety Strategy 2011-2014 aims to enhance accessibility to policing, improve service delivery to the rural community and create a safe and secure rural environment. This integrated and multidisciplinary approach mobilises the rural community in the prevention of crime in an effort to reduce serious crimes in rural areas, including acts of violence on farms and small-holdings, to support food security and

to reduce stock theft. The rural safety strategy also ensures that resources are mobilised to react to crimes in rural communities in a similar manner as in urban areas (SAPS Visible Policing Division, 2012: 4-5). Based on the concept of *sector policing,* the rural safety strategy adopts a multidisciplinary operational approach that provides for a proactive capacity, supported by a rapid reaction capacity, as well as a professional investigation capacity (SAPS Visible Policing Division, 2012: 13-14). According to the study conducted by Twala and Oelofse (2013: 33), rural safety depends to a considerable extent on the effectiveness of sector policing.

One of the reasons given for the lengthy delay in finalising the sector policing policy document is that it had to be amended to take into account key lessons learnt through piloting earlier unofficial versions of the policy in rural areas (Dixon & Rauch, 2004: 28; Montesh, 2007: 32-33). The concept of *sector policing* should be viewed as a flexible tool based on creativity and innovation. All initiatives launched should be focused on the outcomes of sector policing as defined in Sector Policing National Instruction 3/2013, and these initiatives must be practical and achievable. The scope of implementation should meet specific objectives according to the identified needs of the sector (Huisamen, 2002: 13; Smith, 2008: 46; Zinn, 2012: 50).

According to SAPS National Commissioner, General Riah Phiyega, regarding Sector Policing National Instruction 3/2013 (SAPS Visible Policing Division, 2013: 2), it is required that the implementation of sector policing in the SAPS is closely monitored and evaluated to determine progress on implementation as well as measure the impact of sector policing on crime and service delivery. Therefore, the implementation of sector policing must be consequently monitored against the minimum implementation criteria as determined in Sector Policing National Instruction 3/2013. The aim of the study is to determine the perceptions of South African Police Service officers in Limpopo with regard to the official implementation of the Sector Policing National Instruction 3/2013 guidelines, in resolving crime pro-actively. In view of the findings, best practices and recommendations will be formulated on how to overcome challenges that may face the implementation of sector policing. The study will therefore develop an evaluation framework in order to contribute to the enhanced operationalisation of sector policing. The need and importance of the study have been highlighted by the SAPS (see Appendix Bi-Biii - letters of approval attached).

2.5 THREE ERAS OF SECTOR POLICING IN SOUTH AFRICA

Although research on sector policing in South Africa is inadequate, the current available research can be divided into three eras: Era 1 concerns research on 'non-official' sector policing from 1998 to 2009, Era 2 concerns research on National Instruction 3/2009 on Sector Policing from 2009 to 2013 and Era 3 concerns research since the implementation of National Instruction 3/2013 on Sector Policing. The current study will pioneer research in terms of National Instruction 3/2013 on Sector Policing. The researcher aims to verify the perceptions of SAPS officials responsible for sector policing in Limpopo province with regard to the official implementation of sector policing according to National Instruction 3/2013 guidelines.

2.5.1   Era 1: 'non-official' sector policing from 1998 to 2009

The SAPS has undergone a paradigm shift since the abolishment of the apartheid regime in 1994. Before 1994, the South African Police (SAP) employed a militaristic approach to policing, which was based on limited community involvement in policing matters. Since then, the 'force' has changed into a 'service' with the emphasis on community policing, a philosophy of policing that emphasises a co-operative approach between the police and citizens focusing on solving community problems and improving the quality of life in the community (Wilson, Ashton & Sharp, 2001: 30). The introduction of community policing in 1994, when South Africa became a democracy, has until now not adequately solved the country's widely documented crime problem. In fact, many practitioners and academics question the impact and value of this police philosophy (Dixon, 2007: 167).

As part of the National Crime-Combating Strategy (NCCS), the SAPS launched, as envisaged in the White Paper of 1998, an intensive policing and patrol strategy officially termed *sector policing*. Each police station area (precinct) was divided into smaller, more manageable areas. Police resources were then directed to those specific high-crime identified areas within the precinct in order to increase police visibility, improve community involvement and deal with the causes and the fear of crime. Sector policing was to be a tool for the full implementation of community policing (Dixon, 2007: 168; Minnaar, 2010: 199).

In June 2001, Minister of Safety and Security responsible for the SAPS, Charles Nqakula, called for rapid progress to be made in deploying 'highly visible, highly mobile and pro-active' police to "clearly demarcated sectors" throughout South Africa. In doing so, he explicitly linked sector

policing to the implementation of the National Crime-Combating Strategy (NCCS) announced in April 2000 (Dixon, 2007: 169). Sector policing, as one of the prioritised focus areas in the SAPS Strategic Plan (2002-2005), was officially only launched in 2001 with a pilot project in the Johannesburg area (Minnaar, 2010: 200).

In the past decade, sector policing has been unofficially employed without any endorsement, by different police stations in South Africa. The strategy was spawned abroad and several South African police managers who attended meetings and conferences abroad in 1998 discussed the viability thereof in South Africa. Some police stations adopted the strategy based on these deliberations as well as some guidelines that were communicated in 2003 in a Draft National Instruction on Sector Policing. The SAPS head office did not instruct police stations to implement the strategy, but to comment on the draft document. This caused much confusion and several police stations used the outcomes of deliberations and the draft guidelines of 2003 to implement sector policing without proper instruction from the head office to do so (Bezuidenhout, 2011: 6). The Draft National Instruction of 2003 was the guideline document for the members of the SAPS, but it failed to outline how sector policing could be implemented in rural areas (Montesh, 2007: 32). Therefore, the sector policing strategy is known to many police officers and community members as a failed strategy of the past (Bezuidenhout, 2011: 6). In its gestation phase in South Africa, between 1998 and 2003, the notion of *sector policing* was interpreted and used to suit a variety of different policy purposes, much as the term *community policing* had been during the preceding decade (Buthelezi, 2010: 85).

2.5.2   Era 2: National Instruction 3/2009 on Sector Policing from 2009 to 2013

Only after much deliberation and non-consensus for more than a decade between senior managers in the police was sector policing officially accepted and was a national instruction promulgated in this regard on 13 July 2009. This implies that many police stations acted prematurely and implemented a strategy without proper guidelines and leadership before it was officially communicated to police station management. However, after 2009, new impetus was breathed into community policing structures and a fresh emphasis was placed on the sector policing initiative, which was aimed at preserving the social order by encouraging police involvement in smaller, more manageable geographical sectors contained in a particular police precinct (Bezuidenhout, 2011: 11; Govender, 2012: 79; Minnaar, 2010: 204; Moolman, 2003: 28).

Although *sector policing* was officially implemented much later (2009) than community policing (1994), it can essentially be described as a tool or strategy to implement community policing more effectively. As a strategy or method, sector policing implies a co-operative and symbiotic relationship between law enforcement and the community. In 2003, before proper endorsement and implementation of sector policing in 2009, sector policing was not only regarded as a practical manifestation of community policing, but also as "… a step towards the development of a modern, democratic policing style for the present century and thus to address the safety and security need of every inhabitant of South Africa" (SAPS Training Division, 2004:4).

After the official instruction that sector policing was an additional official instrument of policing in South Africa, clear guidelines for the implementation of sector policing were given in the national instruction. This five-page document gave instructions to all station commanders on how to implement the strategy and how the community should get involved in sector policing. In 2010, the SAPS national commissioner instructed the divisional commissioner, Visible Policing, to review the status and implementation of sector policing as a policing approach. Not all police stations, especially police stations situated in rural areas, were able to implement sector policing to its full extent and in accordance with the standards set out in the former National Instruction on Sector Policing, National Instruction 3/2009. In addition, it was further determined that a common understanding in respect of sector policing as a policing approach did not exist internally in the SAPS, as well as externally in the broader community. The review by the divisional commissioner, Visible Policing regarding sector policing as a newly implemented policing approach, dealt with the following:

- identification of all implementation challenges;
- proposals on how to solve the identified challenges;
- identification of good practices and lessons learnt; and
- roll-out to all police stations which have not yet implemented sector policing (Smit, 2014).

Bezuidenhout (2011: 13-23) examined the state of sector policing during Era 2. After the implementation of National Instruction 3/2009, he investigated sector policing as a strategy to enhance police-community partnerships in a specific policing precinct and identified that multi-dimensional approaches to policing usually failed up until Era 2. This failure was often exacerbated by historic inequalities, poverty, substance abuse, dysfunctional families, unemployment, the abundant availability of illegal firearms and greed. He insists that a so-called "culture of violence" exists in South Africa which makes innovative policing efforts, strategies

and philosophies superfluous. The culture of intolerance and violence in South Africa has had a significant effect on current community-police relationships and the implementation thereof. Bezuidenhout (2011: 13-23) reflects on a paradox that also impacted on the implementation of sector policing in Era 2. He posits that on the one hand the police are mandating people oriented policing partnerships such as sector and community policing in local communities, whilst on the other hand a get tough "shoot to kill" non-approachable façade is being projected into society which is condoned by certain individuals in top management and certain politicians. The implementation of sector policing in Era 2 was challenged by the context that basic community values and healthy neighbourhood values have been replaced by materialistic yardsticks (monetary status) and an absence of a sense of community (neighbourliness). Another challenge he identified was the hyper-emphasis on personal security measures and the actuarial private prevention partnerships with private security which are apparently deemed more successful than public policing and impacted on community buy-in regarding community and sector policing objectives. In addition the criminal justice system in South Africa as a whole and more specifically the public police service was deemed ineffective and inefficient as well as corrupt. Thus corruption, inadequate skills and an unprofessional image hampered the authentic intent of community policing and more specifically sector policing in South Africa during Era 2. The biggest challenge of implementation of sector policing during Era 2 is that many officials in the research believed they were not guided and empowered on how to marry new policing initiatives (sector policing) with an old school policing agenda.

2.5.3 Era 3: the implementation of National Instruction 3/2013 on Sector Policing

Following the review process, certain key role-players and members of the top management in the SAPS realised that Sector Policing National Instruction 3/2009 had to be amended. The amendment was made accordingly and was approved to enhance the operationalisation of sector policing in the SAPS. According to Le Roux (2014), the amended version of the 2009 national instruction was absorbed in Sector Policing National Instruction 3/2013. This new instruction was approved on 8 July 2013. The aim was to enable all police stations to implement sector policing as a policing approach. An implementation plan was drafted, in consultation with the provincial commissioners, to guide the implementation and roll-out of the minimum criteria for sector policing implementation standards at police station level. On 13 January 2014, National Instruction 3/2013 on Sector Policing was rolled out to 1 138 police stations for implementation. Minimum implementation criteria were determined in an effort to assist all police stations to implement sector policing successfully.

According to Khumalo (2006: 202-203) and Buthelezi (2010: 98), sector policing implementation ensures effective and efficient management of crime prevention operations. Dixon as cited by Khumalo (2006: 203) is of the opinion that policing accountability can be reinvented and strengthened by means of sector policing. He identifies four elements under which this can be done. The first is by dividing the policing area into small and manageable sectors using the principles of geographic responsibility. The second is through problem-solving strategies as advocated through the tradition of problem-orientated policing. The third is by means of community consultation as prescribed by the principles of consultation. The fourth is through the new police managerial paradigm that requires both sector police officers and inspectors to account for their various sectors.

In essence, sector policing is an amalgam of past policing initiatives drawing on elements of community policing, visible policing, special operations, crime analysis and intelligence-led policing. It also creates a perfect platform for the involvement and integration and co-ordination of policing activities of certain sectors of the private security industry (Buthelezi, 2010: 84; Minnaar, 2010: 205). In addition to serving a wide variety of policy imperatives, sector policing is now also far more integrated with other policy initiatives in the SAPS, most notably the Reserve Police policy and the approach to rural safety. This is an attempt to rationalise policies, ensure internal coherence within the SAPS and minimise confusion. It also facilitates resource allocation for sector policing efforts in the future (Dixon, 2004: 59).

In addition to literature regarding Era 3, a discussion of National Instruction 3/2013 on Sector Policing and SAPS Sector policing operational guideline 1 October 2015 is presented in the following two sections.

2.6 National Instruction 3/2013 on Sector Policing

Sector policing is defined in National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013: 1) as a policing approach that adopts a decentralised and geographical approach to policing by dividing a station area into manageable sectors to improve effective policing, service delivery, community involvement and interaction through partnership policing. The purpose of this instruction is to provide minimum standards to regulate the implementation of sector policing in the police service.

According to National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013: 2), the aims and objectives of sector policing are as follows:

a. to prevent crime;

b. to encourage visible and accessible policing by local police officials;

c. to improve response times;

d. to improve investigation;

e. to establish informer networks;

f. to bring the police service closer to the local community;

g. to work in close cooperation with the local community;

h. to improve interaction between the community and the police service;

i. to establish partnerships with the community;

j. to enable the police to understand local problems by identifying and resolving the underlying causes;

k. to render a quality service with the support of the local community; and

l. to improve trust and confidence in the police.

In terms of National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013: 2-3), the responsibilities of all SAPS role-players in sector policing are as follows:

i. The Divisional Commissioner: Visible Policing must set minimum standards and operational guidelines for *sector policing* and monitor the functioning of *sector policing* at all police stations.

ii. The Provincial Commissioner has overall command and control of *sector policing* in the province.

iii. The Cluster Commander must ensure that all the stations in his or her cluster, implement *sector policing*.

iv. The Station Commander has overall command of all *sector policing* activities in his or her station area.

v. The Commander: Visible Policing at a police station has overall operational command in the demarcated sectors in the station area.

vi. The O*perational Support Commander* must ensure that every *sector* commander manage and coordinate all crime-related matters in his or her demarcated *sector*(s).

vii. The *Relief Commander* must, subject to the direction of the station commander or the Commander: Visible Policing at a police station:

a. brief and post *operational members* in the demarcated *sectors;*

b. debrief *operational members* after every shift; and

c. ensure that a complete, consolidated *sector report* from the *operations commander* is available.

viii. The *Operations Commander* must take control of all operational policing activities in the *sectors* during a shift, and report directly to the relevant *relief commander*.

National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013: 3) provides the following minimum standards as criteria for the implementation of *sector policing*:

i. The police station area must be demarcated into manageable *sectors*;

ii. A permanent member must be designated as sector commander to manage and coordinate the policing of all crime-related activities in the demarcated *sector*;

iii. The designated sector commander must compile a s*ector profile* for each demarcated *sector;*

iv. *Operational members* and resources must be deployed in accordance with the crime pattern and threat analysis to perform policing duties in the demarcated *sectors* to enhance service delivery; and

v. A s*ector forum* must be established.

National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013: 3-6) clearly stipulates the following guidelines that should be followed in the implementation of sector policing:

Phase 1: Demarcation of sectors

i. After consultation with the station management, the station commander must divide his or her station area into manageable *sectors*.

ii. The station area must at least be divided into two *sectors*.

iii. The following factors must be taken into account in demarcating the *sectors*:

a. Resources: this includes the available human and physical resources at the police station to address the policing needs of the *sector*.

b. Geographical size and topographical features: a *sector* must be of a manageable size and must, as far as is reasonably possible, be aligned with the CAS (crime analyses system) blocks, municipal wards, magisterial boundaries, mountain ranges etc.

c. Infrastructure: this includes the road infrastructure, bus routes, taxi routes and terminals, main roads, railway lines, medical facilities, military bases, the presence of a municipal police service/traffic police, etc.

d. Demographic features: this includes whether an industrial, residential or business area, farms, small holdings, villages or recreational areas, etc. are located in the station area.

e. Community profile: this includes the population size and cultural diversity (chiefdoms, indunas and tribal offices) of the area. Also note any interest groups in the community with extraordinary or specific policing needs.

Phase 2: Designation of a sector commander

i. The station commander must, after consultation with the station management, designate a suitable member as *sector* commander to manage and coordinate the policing of all crime-related activities in the *sector*.

ii. The sector commander must perform the following liaison functions:

a. Coordinate all policing activities in the demarcated *sector(s)* in consultation with his or her commander at police station level;

b. 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;

c. Interact with the community in order to ensure participation in crime prevention initiatives in the demarcated *sector(s);*

d. Compile and maintain the *profile* of the *sector(s);*

e. Facilitate the establishment and functioning of a s*ector forum;*

f. Attend s*ector forum* meetings in the demarcated *sector(s)* which:

(i) Relate to crime prevention and social issues affecting the community;

(ii) Identify community needs and concerns at *sector* level; and

(iii) Provide information with the assistance of the liaison team at the meeting on crime tendencies in the *sector* and propose measures to address these tendencies; and

g. 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.

Phase 3: Compiling a sector profile

i. The sector commander(s) must, in consultation with the member responsible for gathering crime statistics at the station, compile a *sector profile* for each demarcated *sector* by using the station profile as a basis.

ii. The following information must be included in the *sector profile:*

a. The establishment of the *sector* at the police station;

b. The infrastructure and population;

c. The identified stakeholders;

d. Crime trends;

e. Socio-fabric factors; and

f. Existing partnership programmes or projects.

iii. A *sector profile* must be reviewed at least quarterly to provide for changes that may occur in the demarcated *sectors.*

Phase 4: Deployment of operational members

i. A *relief commander* must, in cooperation with the Commander: Visible Policing, post *operational members* in the demarcated *sectors* to render policing services to the community, including police patrols, crime prevention activities and responding to complaints.

ii. Reservists must, if available, be used as force multipliers to supplement permanent *operational members*.

iii. The posting of *operational members* must be in accordance with the *SCCF (Station Crime Combating Forum)* tasking and take account of the crime pattern and threat analysis.

Phase 5: Establishment of a sector forum

i. A *sector forum* must be established for each demarcated *sector* to enhance interaction between the police and the community in order to jointly address safety and security issues in the *sector*.

ii. The *CPF* may be used to facilitate the establishment and effective functioning of a *sector forum.*

iii. The station commander must ensure that regular meetings are held by the *Sector Forum* and the minutes are kept and distributed to all role players.

Sector policing is an innovative, proactive approach to restructuring how law enforcement agencies conduct their overall crime-fighting strategies, personnel deployment and allocation of resources to improve their effectiveness and efficiency. The change from traditional methods to sector policing creates new demands on every police officer at all levels by requiring enhanced creative thinking and more effective leadership and management skills (Phibbs, 2010: 1). Sector policing uses a divisional structure emphasising decentralised command mechanisms that break down decision-making authority into smaller parts based on predetermined criteria and allows the individuals who have hands-on knowledge of the problems to make decisions. The sectors may be business districts, neighbourhoods with similar characteristics, or simply small geographical areas. This approach creates an organisational structure with overall responsibility and accountability pushed down to the lowest functional unit led by a sector commander. When implemented correctly, this proactive, rather than reactive, philosophy encourages immediate response to problems, provides more opportunity for development and responsibility of the lower ranks, and fosters a spirit of out-of-the-box creativity. Increased employee satisfaction often becomes a welcome by-product (Phibbs, 2010: 2). Sector policing has great potential for law enforcement agencies seeking to provide increased effectiveness in crime-fighting strategies and better development of community relationships, as well as providing opportunities for challenging and developing their officers (Phibbs, 2010: 7; Smith, 2008: 45).

If successful, sector policing can result in the following benefits:

a.   improving the identification of crime hot spots and the root causes of crime at local level;

b.   better use of policing resources according to the needs of a particular sector;

c.   improving visible policing;

d.   allowing for enhanced manageability, given that the precincts will be divided into smaller areas;

e.   more effective and efficient police response to community complaints and emergencies;

f.   better co-operation between the police and communities at local level to solve specific crime problems (Maroga, 2003: 14-15).

2.7 SAPS SECTOR POLICING OPERATIONAL GUIDELINE 1 OCTOBER 2015

The purpose of the *SAPS Sector policing operational guideline 2015* (SAPS Visible Policing Division, 2015: 1) is as follows:

- to enhance the understanding of sector policing;

- to establish a standardised, uniform approach to the implementation of sector policing;

- to assist station commanders and sector commanders in the implementation and maintenance of sector policing;

- to provide practical guidelines to station commanders to guide the implementation and maintenance of sector policing as an operational approach at police station level in support of institutionalising community policing;

- to provide different views and perspectives on the implementation of sector policing, noting the specific dynamics that prevail at local level.

SAPS Sector policing operational guideline 2015 is a useful tool to assist in the implementation and maintenance of sector policing in the SAPS. The document focuses on providing guidance to the following role players responsible for the implementation and maintenance of sector policing (SAPS Visible Policing Division, 2015: 2):

i. Provincial/Divisional Commissioners:

- To create an enhanced understanding of sector policing and the implementation requirements.

- To create an enhanced understanding of the monitoring and evaluation process to determine progress of the implementation and impact on crime and service delivery.

ii. Station Commanders:

- To guide the Station Commander in the implementation and maintenance of sector policing in the police station's area.

iii. Sector Commanders:

- To guide the Sector Commander in his/her role and responsibilities in the coordination of all crime-related activities in the sector where he/ she has been appointed.

iv. Operational Commanders:

- To guide operational commanders in the deployment of operational members in sectors to support the implementation of sector policing and address crime through an intelligence-driven, problem-solving approach.

v.   CPF/Community:

- To create awareness on sector policing as a policing approach and the roles to play in this regard.

From the foregoing breakdown related to the official documents pertaining to sector policing it is clear that sector policing is a decentralised policing strategy where the police at local level must take hands with the community and address area specific challenges.

2.8 CONCLUSION

Internationally, there is a move from reactive policing towards a more proactive policing approach to crime by increasing the involvement of communities and other government agencies in a partnership relationship. Taking this trend into consideration, the SAPS no longer focuses solely on practical crime prevention through roadblocks and high-density search and seizure operations, but now suggest initiatives to combat serious and violent crime, which involve proactive measures such as partnerships and sector policing.

In the context of sector policing, crime prevention is to be achieved through the launching of informed, intelligence-driven projects in colloboration with the local community. This approach is based on the principle that all role-players in a sector are involved in identifying the 'safety and security needs' of the sector, and it carries a collective responsibility to deal with the root causes of crime, as well as its enabling and contributing factors.

Each sector is responsible for the provision of visible policing, crime deterrence, quick responses to crimes, partnerships and problem-solving projects. Attention has clearly moved from what can be described as 'idealistic policing' (what the police cannot do, for example, solving socio-economic problems) to 'realistic policing' (what the police can do, for example, visible policing, deterrence and quick responses to crimes).

The police have come to realise, especially in view of the absence of a meaningful impact on crime in spite of a large number of arrests during crime-combating operations, that this approach may be both disappointing and unsustainable over the medium to longer term. This realisation has prompted a new interest in sector policing which, unlike community policing, increasingly focuses more on the safety and security needs of local communities than on socio-

economic problem-solving approaches. Police need to assist communities in organising themselves into effective neighbourhood and business watches under the auspices of sector crime forums. The police must be provided with a practical mechanism through which the root causes of crime can be channelled to the responsible institutions or structures.

CHAPTER 3: THEORETICAL CONTEXTUALISATION

This chapter provides the theoretical framework for the current study. Theories applicable to the study will be used for the analysis and interpretation of the findings of the study.

3.1 INTRODUCTION

The theoretical framework will demonstrate the main philosophical assumptions regarding the matter being studied and will shape the foundation of reasoning about the research field. Applicable theories for the study will serve as a framework for the analysis and interpretation of the findings of the study. Because the study aims to focus on certain policing processes and the policing thereof, fundamental criminological theory will not be used to guide the study. However, a theoretical guideline in research of this nature is important to fundamentally underlie the study. Hence for the purpose of the current study, the following police management theoretical models will be used to support the study.

Over the past two decades, the SAPS have claimed to be adopting a sector policing approach by adapting its policies and practices. However, only in 2009 did clear guidelines and official instructions emerge to finally implement sector policing as an official policing strategy in South Africa. In the same time frame, theoretical advances occurred in the field of organisational change and development. These advances provide a theoretical framework for conducting an analysis of organisational change in the police. Although the traditional notions of police organisation are grounded in a closed-model perspective, there seems to be growing recognition that police organisations are open systems and should become even more so. This observation is evidenced by scholars who ground their studies of police organisation and community policing practice in the organisational literature known as open-systems theories (Wilson, 2002: 15). The researcher will follow this tradition due to the comprehensiveness, utility and intuitive appeal of the theories.

Open-systems theories outline the basic elements of the organisational context in addition to providing the foundation for the relationships among the organisational context, structure, commitment and the implementation of sector policing. Because open-systems theories are fundamental to this research, the historical background of open-systems theories will be

provided. Contingency and institutional theories, which are the two open-systems theories drawn upon for this research, will be described.

3.2 HISTORICAL BACKGROUND OF OPEN-SYSTEMS THEORIES

A system can be described as a set of interlocking elements that acquires inputs from the environment, transforms them and discharges the outputs to the external environment in the form of services (Wilson, 2005: 17). Thompson (1967) was the first to distinguish between closed and open systems, arguing that closed systems are relatively autonomous from the external environment, whereas open systems must constantly interact with their environments. Wilson (2005: 18) argues that organisations in general are shifting from mechanical, closed systems to more biological, open systems.

As an open system, the organisational structure and activities in the police agency both depend on the internal subsystems and the organisational context. The contingency and institutional theories are particularly enlightening regarding this process. *Contingency theory* describes the task environment of organisations, whereas *institutional theory* details the environment containing the expectations of organisations. Together, the task and institutional environments form the organisational context of police organisations (Wilson, 2002: 17).

3.3 CONTINGENCY THEORY

The term *open systems* suggests that organisations are not closed systems that are sealed off from their environment, but are open to and depend on flows of personnel, resources and information from the outside. The environment, or community, shapes, supports and infiltrates organisations (Reinecke, 2001: 15). Several decades ago, the early closed-systems approach focused on the internal elements of an organisation. Conversely, today's open-systems approach, which began to be recognised in the 1960s, emphasises the importance of the environment in shaping an organisation's structures and processes. A natural open-systems model suggests that an organisation's structure is based on the requirements, or contingencies, of its environment, and places great emphasis on the environment as both a source of input into the organisation and a consumer of the organisation's outputs. Moreover, in open systems, an organisation's interaction with its environment affects its performance. Rather than focusing primarily on internal operations as suggested by closed systems, a critical component of the

managerial challenge in policing emphasises dealing with actors and contingencies in the broader environment (Goltz, 2010: 9-10; Kücükuysal & Beyhan, 2011: 263; Wells, 2009: 12). Contingency theory suggests organisations are concerned with aligning structures and activities with the demands of the organisational context to maximise their performance (Wilson, 2005: 22). Contingency theories identify several characteristics of the task environment that affect organisations and may be important determinants of sector policing implementation.

Police departments, which operate in open systems, confront ever-shifting and ever-changing environments, and the role of the organisational administrators is to adjust the organisation to the environmental change. Understanding the open-systems approach and contingency theory is paramount to police leadership in South Africa, ensuring a comprehensive implementation of sector policing. Contingency management should seek to develop a good fit between the environment encountered by the organisation and the internal structure of the organisation in order to achieve the best adaptation (Kücükuysal & Beyhan, 2011: 263; Wilson, 2005: 18).

3.4 INSTITUTIONAL THEORY

The basic tenet of institutional theory is that organisations are social systems shaped by the social, cultural and symbolic systems in which they are situated, rather than tools structured for effective work. Ideas, expectations, opinions, accepted knowledge and laws in the surrounding environment regarding the proper structure and activities of the organisation comprise the institutional environment of the organisational context (Wilson, 2005: 19).

Policing commentators and analysts agree that the endurance of a community policing philosophy will depend on the extent to which it becomes both philosophically and operationally integrated with routine police operations (Fourie, 2001: 99; Williams, 2003: 120). The literature indicates that sector policing is still in the experimental stage of development. At this critical stage, careful attention needs to be given to the types of structural changes that will assist in institutionalising sector policing. The literature is rife with suggestions about why the change is needed, and the types of programmatic elements required to implement sector policing. However, few guidelines are available to assist adopting organisations in the change process itself, especially restructuring and redesign. This research will provide a theoretical assessment of the implementation of the sector policing model in terms of Sector Policing National Instruction 3/2013 and will focus on the importance of 'structuring in' sector policing in order to

maximise the probability of successful institutionalisation. Both police scholars and practitioners agree that if innovative changes that challenge the principles, philosophy and values of the fundamental deep structure and culture of traditional policing are to succeed, they must become the operating philosophy of the entire organisation (Williams, 2003: 127). Sector policing is a progressive step towards institutionalising the flexibility that will enable modern police organisations to continue to align their operations with changing social conditions.

Both the institutional and task environments are important in understanding the functioning of police. As discussed above, contingency theory is of significant value for understanding the nature of the problem associated with the implementation of service-orientated policing methods. However, incorporation of a successful synthesis of the institutional theory can make an important contribution to the developed framework for the implementation of sector policing in South Africa.

In summary, police organisations must operate openly to their stakeholders and the community. Furthermore, these organisations must be contingent because of the ever-changing environment and the varying needs of police services because societies are quite complex. The most successful police organisations understand this complexity to include the social construction of their members and the organisational culture in which they operate, and improve their performance and legitimacy through training and education at all levels. Contemporary basic recruit training, advanced and specialised, and leadership law enforcement training as well as education are the foundation for reframing the SAPS, which can lead to significant organisational change with reference to the comprehensive implementation of sector policing as a viable policing strategy to reduce crime (Williams, 2003: 127-128).

3.5 TASK AND INSTITUTIONAL ELEMENTS OF THE ORGANISATIONAL CONTEXT FOR POLICE ORGANISATIONS AND HOW THEY IMPACT ON THE IMPLEMENTATION OF SECTOR POLICING

The organisational context for police organisations includes both task and institutional environments. These environments consist of elements to which police respond in efforts to maximise organisational effectiveness and improve perceived legitimacy. This section identifies specific task and institutional elements encompassed in the context of police organisations and how they tend to impact on the implementation of sector policing.

3.5.1 Task environment

Contingency theories have identified several characteristics of the task environment that impact on organisations and may be important determinants of the implementation of sector policing. The most studied of these are the size and age of the organisation, the technology of the organisation, and the characteristics of the environment in which the organisation is embedded.

i. Organisation size and age

The size of a police organisation affects not only its structure, but also its functions and activities. Larger police departments may be better suited to implement service-orientated policing strategies because of a greater pool of resources, while smaller communities may prefer a broader array of functions from the police (Wilson, 2005: 27-28). Older police organisations have more experience to draw upon, which may provide them a greater capacity to make informed decisions. Therefore they will choose to organise according to what their experience suggests. To the extent that age has provided experience supporting its likely effectiveness, they may be more supportive of community policing initiatives. Their experience may also have provided lessons on conducting service-orientated activities, which may facilitate constructive pro-active policing implementation (King, 2009: 224; Wilson, 2005: 28-29).

ii. Technology of the organisation

Technology is a contextual dimension representing the set of tools and techniques used to transform organisation inputs into outputs. The output of police organisations is service to the community. The technology of police organisations produces an intangible output that is labour- and knowledge-intensive, customer-orientated, and is immediately consumed. Given emphasis on the customer, service technology requires technical core employees to be close to the customer. This often makes the organisation more decentralised and less formal. Moreover, the employee skills level must be high, particularly for interpersonal relations. The implementation of sector policing as practical manifestation of community policing facilitates increased accessible service delivery to the community. This is consistent with the general proposition of the open-systems framework that considers organisations to be in constant interaction with their context (Marks, 2009: 162; Wang, 2005: 68; Wilson, 2005: 29-30).

Jiao (in Kücükuysal & Beyhan, 2011: 261-262) discussed core issues to realise the goals of community-orientated policing. First, the police must decentralise their organisational structure and shift command responsibility to lower rank levels. It is also important for police departments

to establish community-based crime prevention programmes, which involve commitment to the community, external and internal communication, and mobilisation of community resources. Community-orientated policing has another important function in terms of the roles of police officers. Jiao further states that community-based policing initiatives require that police organisations should broaden the scope of the roles of the police officers and engage in more proactive activities. The underlying philosophy of community-based policing suggests that the role of the police is not law enforcement and the prevention of crime only. Police officers also should maintain order and provide community services in co-operation with the residents of the community.

The philosophy and practice of pro-active policing initiatives require a transformation not just on organisational structures and prosedures, but on the way in which the police think about their role and relationships with the community and how they provide their services. In essence, what is required is a transformation from a millitary culture to a police culture devoted to a service ethos (Wang, 2005: 69). Police culture refers to the values and assumptions shared by police officers as a group or as an occupation. These shared values and assumptions underpin how officers see the role of the police, their judgement about people, how they relate to each other and how they interact with the public. Police culture also includes special knowledge and skills, ways of thinking and working, rituals and rules, language and vocabulary, sensibility and body language, which police have developed in their work (Chan, 2009: 72). The re-engineering of police culture in accordance with the spirit and aspirations of the constitutional law of South Africa will constribute to the enhanced operationalisation of sector policing as crime-combating strategy.

Therefore, it appears that sector policing demands a new breed of police officer. This community-orientated strategy grants more freedom and autonomy to line officers; the best candidates will be individuals who can function as true creative, innovative and informed professionals, using time wisely and exercising self-discipline. They must be able to act responsibly, without constant supervision, and they must be able to exercise good judgement, consistent with the needs, values and goals of society. This also implies the ability to develop and execute plans aimed at accomplishing realistic and achievable goals (Kappeler & Gaines, 2011: 477-479; Wang, 2005: 74). Sector policing officers who capatalise on the flexibility and autonomy that are the hallmarks of this approach will help to define and refine sector policing in

practice. Good communication skills and being approachable will be beneficial attributes for a sector police officer to have.

 iii. Characteristics of the environment in which the organisation is embedded

Organisational studies frequently discuss the role of the environment in shaping organisations. In the context of police work, the community represents the environment for the organisation, with uncertainty in the community equivalent to uncertainty in the environment. Organisations will seal off their core technologies when the external environment is uncertain. This suggests organisations in more complex and unstable environments will have more complex structures and elaborate control mechanisms to buffer the organisation from uncertainty. Such conditions may place competing demands on the police, making it more difficult for them to garner support and to introduce new police programs and initiatives (Marks, 2009: 44; Schafer, Buerder, Myers, Jensen & Levin, 2012: 129; Wilson, 2005: 30).

3.5.2   Institutional environment

Institutional theories have identified several elements of the institutional environment that exert influence on organisations and may explain variation in sector policing implementation. Sources of institutional expectations are the environmental capacity of the organisation, funding incentives and region.

 i. Environmental capacity

Institutional theorists acknowledge the importance of external entities and their role in shaping organisations as they attempt to gain legitimacy. Institutional studies refer to *environmental capacity* as the ability of police organisations to act independently of third-party organisations. An index of environmental capacity based on the influence of civil service boards, employee unions, citizen review panels and accreditation status, suggests possible influence in terms of collaborative problem-solving policing philosophy implementation (Coleman, 2008: 308; Schafer et al., 2012: 241; Wilson, 2005: 32).

Interactions among organisations in the organisational fields (funding agencies, professional associations, research agencies and academics, accrediting bodies and other similar organisations) result in the development of widely shared beliefs about appropriate organisational activities. These beliefs often become institutionalised. They are widely accepted

as the most appropriate means of achieving desired goals and so become prescriptions for how organisations should operate or structure themselves (Burrus & Giblin, 2014: 334-335).

ii. Funding incentives

Funding may exert institutional pressures on police organisations to act and organise in specific ways. Funding incentives may be a pecuniary enticement to adopt practices deemed proper by some institutional agent. This variable is also indicative of resource dependency theory. This theory, also based on the open-systems framework, assumes that organisations respond to demands and expectations placed on them by sources on which they depend for sustenance (Coleman, 2008: 308; Schafer et al., 2012: 277; Wilson, 2005: 32).

Researchers highlight the inducing effects of monetary resources, such as grants and other funding allocations. Organisations may not be forced to adopt a structure in this latter case, but they have a strong incentive to do so. Similarly, Worrall and Zhao (2003) found, that grants from the office of community policing services were linked to organisational activities consistent with community orientated policing (Burrus & Giblin, 2014: 337).

iii. Region

Geographic region may influence the implementation of proactive police strategies to the extent that residents of different regions have different expectations of police activities, thereby exerting different institutional pressures. The public police are caught between two currents. On the one hand, they are expected to expand their knowledge and capacities to meet the challenges of twenty-first-century policing by forging deeper partnerships and by letting go of established notions of public policing. On the other hand, they are under pressure internally and from the public to retain and demonstrate that they have the unique skills, knowledge and capacity to own the delivery of policing services and to keep the populace in safe hands (Marks, 2009: 45; Schafer et al., 2012: 240-241; Wilson, 2005: 33).

Police need to have clearly defined and limited functions. This places a responsibility on national government to develop clearer frameworks for core police functions and roles. Public police have to build their legitimacy with communities through being effective in resolving conflict, investigating crime and being responsive to crimes or problems of disorder that communities identify as significant (Marks, 2009: 164-165).

3.6 OPEN-SYSTEMS FRAMEWORK: CONTRIBUTION AND LIMITATIONS

Over the past 20 years, scholars doing research in the police organisational domain have borrowed both contingency and institutional theories from the general organisational literature and used each to advance understanding of policing. Through the exploration of the relationships among the determinants and their impact on collaborative problem-solving policing implementation, research indicates how nearly all elements in organisational context are relevant for explaining variation in community-orientated policing implementation and the organisational structure.

Wilson's (2005: 26) observations illustrate how police operate in both technical and institutional environments. Because police organisations make decisions in both environments they must be aware of the demands of both environments. Therefore, it is appropriate for a model of sector policing implementation (or any other police initiative) to account for both technical and institutional demands placed on the organisation. Such a model would simultaneously draw upon both contingency and institutional theories.

The current study illustrates the utility of combining contingency and institutional theories in an integrated open-systems framework. As an open system, the organisational structure and activities in the police agency both depend on the internal subsystems and the organisational context. Together, the task and institutional environments form the organisational context of police organisations (Wilson, 2002: 17). These environments consist of elements to which police respond in efforts to maximise organisational effectiveness. The current study identifies specific task and institutional elements encompassed in the context of police organisations and how they tend to impact on sector policing implementation. To successfully implement sector policing changes are needed in the policing organisation. Changes in the structure, culture, strategy and management are necessary to facilitate sector policing. Problem-solving strategies and operations in terms of the dynamic sector policing model need to change as service demands and social conditions change.

Theories based on the open-systems framework are limited by their lack of integration with each other. Wilson (2005: 21-22) in particular notes that organisational theory has failed to build upon contingency theory and to integrate it with other contemporary theories such as the population-ecology theory, institutional theory, resource dependence theory and organisational economics.

Models of policing work should consider the relationship of multiple, rather than single, contextual dimensions with organisational elements. Early organisational studies tended to be narrow in scope, focusing on single dimensions such as organisation size or environment. This was likely due to the infancy of organisational theories at the time. Relatively recent organisational studies, particularly those pertaining to police organisations, illustrate the integration of multiple dimensions (Wilson, 2005: 26). A strong theoretical framework should be supported with interdisciplinary perspective to develop an effective public policy. An interdisciplinary approach considers and analyses relations and interplay among complex and intertwined factors, which is crucial to establish an effective sector policing policy.

3.7 CONCLUSION

Community-orientated policing commentators and analysts agree that the endurance of sector policing as a community policing strategy depends on the extent to which it becomes both philosophically and operationally integrated with routine police operations. Previous attempts to introduce innovative change in police organisations have failed to endure primarily because it has not been well understood by police executives that supportive structural changes are essential to institutionalising behavioural change (Fourie, 2001: 99; Williams, 2003: 120). Police departments that implement the programme components of sector policing without the structural changes required, will lack the appropriate infrastructure to support this policing initiative and will maintain or eventually revert to more traditional forms of policing. Structural changes must be made in both organisation and management to successfully implement sector policing. In recent years, police departments across the country have struggled with trying to link and implement the philosophy of community-orientated policing with the traditional organisational structures used for years. The result is that police structures have become fundamentally out of sync with the technology and advancements in the organisation.

Historically, studies of the human dynamics of organisations offer compelling evidence that the structure of organisations is a major determinant of employee behaviour (Williams, 2003: 120). Adopting organisations have learnt through proper structure and design that resistance to change as obstacle to sector policing reform can be adequately dealt with. If structural supports are provided for behaviours that proved effective for achieving sector policing goals, the organisation becomes flexible and dynamic. Restructuring for sector policing initiatives must be a self-designing process because the problems in any given community are unique.

Both police scholars and practitioners agree that if innovative changes which challenge the principles, philosophy and values of the fundamental deep structure and culture of traditional policing, are to succeed, they must become the operating philosophy of the entire organisation (Smith, 2008: 73). The structure of an organisation is determined by and anchored to the organisation's mission. The South African Police Service mission, together with its vision and set of core values, provides the foundation for effecting the behavioural changes necessary to institutionalise sector policing. The organisational structure required to support sector policing evolves from the process of translating the stated mission into practice.

George Kelling, one of today's leading and most respected authorities on police organisation and behaviour, sums up the theoretical perspectives by stating that adopting agencies can avoid returning to business as usual by instituting changes that "will destroy the old ways of thinking so that the innovations will become habits of the organisation for the next generation that people wouldn't dream of wiping out" (Williams, 2003: 127).

Police executives must be aware that, unlike the traditional policing model, sector policing is dynamic. Implementing sector policing strategies is a process, not an event, such that the problem-solving strategies will need to change as service demands change. A total integration of sector policing as part of normal police operations reduces the risk that, like other past attempts at reform, sector policing will fade gradually as a function of non-management and non-acceptance until the organisation has returned to business as usual. Sector policing is a progressive step towards institutionalising the flexibility that will enable modern police organisations to continue to align their operations with changing social condition. The convergence of solid values, a clearly defined vision and a clearly expressed mission along with an empowered and enabled network of skilled and principled members of the police service are likely a recipe for future transformation success. Knowledge gleaned from literature review and theory now allows for the actual research to commence. In the next chapter the research methodology that was deemed fit for utilisation in the current study is presented.

CHAPTER 4: RESEARCH METHODOLOGY AND TECHNIQUES

4.1 INTRODUCTION

Social science research methodology can be described as a systematic, planned process conducted about human activity with a view to discover, develop, and innovate knowledge and its application. In this chapter, a discussion of the research methodology of the current study is given. Methodological procedures and techniques applied in the study are therefore presented in the chapter.

4.2 RESEARCH APPROACH, PURPOSE, TYPE AND PARADIGM

The qualitative research approach was used. An unstructured interdisciplinary, multi-paradigmatic and multi-method approach was envisaged, because it answers questions about the complex nature of the phenomena that one would like to study (Blanche, Kelly & Durrheim, 2006a: 272). The purpose was to explore and describe the phenomena, and to create a better understanding of the implementation and effectiveness of National Instruction 3/2013 on Sector Policing as a viable policing strategy to combat crime.

The researcher entered the setting with an open mind, studied the complexity of the phenomena, examined relevant documentation and collected an extensive volume of data from different station commanders and sector commanders, with the aim of determining the perceptions by South African Police Service officers in Limpopo regarding the official implementation of the Sector Policing National Instruction 3/2013 guidelines and priorities for future research and as an effort to gauge progress made since the official inception of sector policing. Research was conducted in the natural work setting of station commanders and sector commanders from an insider perspective with the primary aim of exploring and obtaining an in-depth understanding of the research questions being studied. Basic research was used for the study. This type of research is purely theoretical with the intent of increasing understanding of the phenomena being studied (Durrheim, 2006: 45; Struwig & Stead, 2001: 11).

A phenomenological paradigm was used as frame of reference for understanding the reality and phenomena being studied. A *paradigm*, according to Babbie (2013: 58), is the fundamental model being used to organise observations and reasoning. At the root of phenomenology is the

intent to understand the phenomena under study on their own terms and therefore to provide a description of human experience as it is experienced by the subjects, allowing the essence to emerge (Fouché & Schurink, 2011: 316). This phenomenological approach was used in an attempt to understand people's perceptions, perspectives and the implementation of sector policing as community-orientated policing strategy. The retrospective data was related to current statuses, and the current statuses to future expectations and aspirations in the field of sector policing.

4.3 RESEARCH DESIGN AND METHODS

The study was conducted by using a qualitative collective case study design sometimes referred to as multi-site case study design. Robson (1995: 51) defines a *case study* as a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon in its real-life context using multiple sources of evidence. Collective case studies involve the extensive study of several instrumental cases or units of analysis. Each case or unit is studied as part of a collection. The selection of these cases is intended to allow better understanding or an enhanced ability to theorise about some larger collection of cases (Robson, 1995: 161). Individual units with multiple variables, namely station commanders and sector commanders, were intensively investigated. Case studies can be seen as a way of understanding behaviour as well as encapsulating it. It involves the exploration of a system bounded by time, place and context that is single or multiple, over a period of time through in-depth data collection involving multiple sources such as interviews, documents, observations or archival records. By considering multiple perspectives and configurations, it allows for multiple features of the phenomenon or case studies to be revealed and understood (Neuman, 2000: 145).

The researcher approached the research with knowledge of the relevant topic by constructing a conceptual framework beforehand in order to choose the most relevant cases. The exploration of the cases took place through interviewing, which is a detailed in-depth data collection method. Interviews were conducted with 10 station commanders and 20 sector commanders of five rural and five urban police stations situated in Limpopo. The case study as design is a scientific tool in acquiring an in-depth understanding of sector policing implementation as a viable policing strategy. It serves as a rich source of knowledge and insight that may be pursued in subsequent studies.

4.4 STUDY POPULATION AND SAMPLING

The study universe consisted of the 1 138 police stations situated in the nine provinces of South Africa. The study population for the current study was selected from the police stations in one of the nine provinces of South Africa, namely Limpopo. Station commanders and sector commanders from different age, race and gender groups, stationed at the 97 police stations in Limpopo represented the cases or units of analysis in the current study. The non-probability sampling design was used to select the specific sample from these units of analysis. Each case was studied against the background of more universal social experiences and processes (Strydom & Delport, 2011: 391). The selection of the sample hinged on the purposive sampling design. The primary consideration in purposive sampling is the judgement of the researcher about who can provide the most comprehensive information to achieve the objectives of the study (Struwig & Stead, 2001: 122; Strydom & Delport, 2011: 392). The sample consisted of elements that contained the most characteristic, representative or typical attributes of the population that best served the purpose of the study. For this reason critical case sampling was used. This type of purposive sampling allowed the researcher to purposefully select and obtain information from the identified study population. It enabled the researcher to develop logical generalisations from the rich evidence produced when a few specifically selected cases were studied in depth.

To identify critical cases, the researcher needs to be able to identify the dimensions that make a case critical. The purposive sampling method does not rely on probability sampling. Therefore, it is not as costly and is more readily available at the disposal of the researcher. Purposive theoretical sampling ensures that elements that are relevant to the research design are included in the sample (Babbie, 2013: 129; Neuman, 2000: 198). Critical cases are those that are selected because they are central to the issue being studied. People that will provide the most information are critical cases and are particularly useful when a small number of cases are sampled (Struwig & Stead, 2001: 123). The researcher was of the opinion that interviewing the participants would purposefully inform an understanding of the research problems of the study.

According to Maree and Van der Westhuizen (2011: 33-34), a researcher should select research sites that are not only suitable but also feasible. In addition, McMillan and Schumacher (2001: 15) advise researchers to seek permission to access the selected research sites and/or samples. The researcher attained permission from SAPS National Office, Division Visible

Policing, to access any of the 97 police stations or elements of the population that would best serve the purpose of the study (see Appendices Bi-Biii). Limpopo province was selected for the study due to the limited number of research projects that have been conducted in the field of sector policing and crime combating in this area. The researcher also resides in the province. The province of Limpopo is demarcated into 16 clusters, which are subdivided into 97 police stations as outlined in the *Implementation Plan: Enhanced Operationalisation of Sector Policing 2013/2014* (SAPS Visible Policing Division, 2013: 3). Moreover, on 31 March 2014 sector policing was already rolled out to all 97 police stations in the Limpopo province. A total sample of 10 stations (critical cases) was selected for the study, five urban and five rural stations.

Limpopo is South Africa's northernmost province, lying within the great curve of the Limpopo River. The province borders the countries of Botswana to the west, Zimbabwe to the north and Mozambique to the east. With a total area of 125 755 square kilometres, Limpopo is the fifth-largest of the country's nine provinces, taking up 10.3% of South Africa's land area and with a population of 5.4 million people. The principal home language is Sesotho, spoken by more than half the population, followed by Xitsonga and Tshivenda (Limpopo province, South Africa, 2015).

Limpopo is geographically demarcated into five districts. A rural station and an urban station were carefully selected from each district. Information was obtained from the station commander and two sector commanders of each station. Ease of access, safety, distance of travel as well as time and financial constraints guided the selection of the critical cases or stations. It must be pointed out that the critical case sampling method is the qualitative method recommended to use when funds are limited. However, utmost care was taken to ensure that the selected stations represented the 97 stations in the 16 clusters of the Limpopo province. Consultation with the SAPS head office and senior police management was also ascertained to guide the researcher in the selection process.

Respondents were drawn from the operational population with the aim of including significant categories and dimensions of operational police officers who have been tasked with sector policing in their designated precincts. The aim was not to generalise, but merely to indicate which variables played a role regarding the implementation of sector policing and the perceptions regarding the value of sector policing as a crime reduction-strategy. These

variables will be included in theory, which will attempt to explain the phenomenon until further research has proved or disproved the factuality of it.

4.5 DATA COLLECTION

The researcher used the semi-structured qualitative interview as data-gathering technique (see Appendices C & D). Greeff (2011: 342) defines *qualitative interviews* as attempts to understand the world from the participants' point of view, to unfold the meaning of people's experiences and to uncover their lived world prior to scientific explanations. According to Robson (1995: 228), the interview is a kind of conversation; a conversation with a purpose. The semi-structured interview is a combination of the structured and unstructured interview. Researchers use semi-structured interviews in order to gain a detailed picture of a participant's beliefs about or perceptions or accounts of a particular topic (Greeff, 2011: 351; Kelly, 2006: 297; Struwig & Stead, 2001: 98).

With semi-structured interviewing, the researcher obtained information through direct interchange with the participants. The researcher and the participants were actively involved in enhancing knowledge and understanding of the implementation and effectiveness of sector policing as a viable policing strategy to reduce crime. With experience in the field of criminal justice as well as obtaining a thorough and in-depth study of literature regarding the phenomenon being researched, the researcher applied skill, knowledge and experience during the interviews with participants.

The researcher appropriately applied interviewing and communication techniques, thereby obtaining valuable information from the participants. During the interviewing, the researcher focused on the content of the interviews as well as the process. Non-verbal information cues, for example, noticing not only what the participants said, but how they talked and behaved during the interviews, confirmed and enriched the content. The semi-structured interviews were organised into areas of particular interest, while still allowing considerable flexibility in scope and depth. The researcher implemented the semi-structured interview technique with station commanders and sector commanders who were responsible for the implementation of sector policing in terms of Sector Policing National Instruction 3/2013. This presented a detailed picture of the participants' perception of the implementation of National Instruction 3/2013 on Sector Policing and the effectiveness of sector policing as a viable policing strategy to reduce crime. The researcher followed up particular noteworthy avenues that emerged in the interviews, and

the participants were able to give more detailed information. The researcher had a set of predetermined questions on the interview schedule, but the interviews were guided rather than dictated by the schedule. The participants were perceived as experts on the subject and were allowed maximum opportunity to provide information (Babbie, 2013: 346; Greeff, 2011: 352; Robson, 1995: 231; Struwig & Stead, 2001: 98).

The interview schedule as research instrument forced the researcher to think explicitly about what the interviews with the participants might cover and the difficulties that might be encountered (Greeff, 2011: 352). The semi-structured interview schedule was used for the conducting of interviews, because it provided maximum opportunity for complete and accurate communication of ideas between the researcher and the participants. The researcher formulated clear ideas about the type of information to be accessed as well as about the aim and purpose of the research. The semi-structured interview schedule seemed to be the most appropriate instrument for the study. It was used to introduce the topic being studied and permitted questions posed to change over time as research was being conducted.

The determination of the nature of the investigation and the objectives of the research provided the researcher with a starting point from which to begin developing a schedule of questions. The researcher began with an outline, listing all the broad categories relevant to the study. Sets of questions relevant to each of the outlined categories were developed. The list of questions for each category was separated. The order, phrasing, level of language and general style of the questions as well as the terminology used were formulated according to the professional level of the participants. The central aim of the study was also taken into consideration during the interviews. Appropriate, focused and logically sequenced questions were used in order to comprehensively deal with the issue being studied. Questions were structured based on the literature study that was conducted. Open-ended questions were asked to allow the participants to express themselves freely (Babbie, 2013: 346; Greeff, 2011: 352; Robson, 1995: 238).

The researcher aimed to conduct the interviews in a professional manner and communicate clearly with the participants, thereby assuring that information was correctly interpreted. The researcher was attentive and responsive during interviewing. The schedule was reviewed in advance in order to concentrate on what the participants were saying during the interviews. The schedule was also provided to the participants to ensure that each question was understood correctly and to ease the interview process. If the interview moved away from the schedule, the

researcher determined how much deviation was acceptable. A digital voice recorder was used with permission to record interviews to steer away from continuous note-taking. Continuous note-taking during an interview prevents adequate displays of interest and appreciation by the interviewer and hinders the degree of concentration that results in the best interviews (Greeff, 2011: 359; Kelly, 2006: 302). When a digital voice recording was not possible, detailed notes of the interviews were taken, which were interpreted directly after completion of the interviews.

Reflecting on the advantages and disadvantages of the data collection technique for the current study, the researcher commenced with an indication of the advantages or strengths of interviewing as data-gathering technique. Qualitative interviewing is a useful, flexible, adaptable and effective way of obtaining large amounts of in-depth data. However, interviews also have limitations. They involve personal interaction, and co-operation is therefore essential. Participants may be unwilling to share, and the researcher may ask questions that do not elicit the desired responses from participants. Furthermore, the responses could be misconstrued or even, at times, be untruthful. Interviewing is time-consuming and requires careful preparation and professional conduct (Babbie, 2013: 345-346; Greeff, 2011: 360; Kelly, 2006: 297; Robson, 1995: 229-230). In the discussion of the data-gathering technique, the researcher indicates, the steps taken to counteract the disadvantages associated with the technique in the context of the study.

4.6 DATA ANALYSIS

Qualitative analysis is the non-numerical examination and interpretation of observations for the purpose of discovering underlying meanings and patterns of relationships (Babbie, 2013: 390). Qualitative data analysis requires analytical craftsmanship and the ability to capture an understanding of the data (Robson, 1995: 374; Struwig & Stead, 2001: 169). Data was collected and then processed through analytical procedures into an understandable, insightful, trustworthy and original analysis. The technique that was used to analyse interviews was interpretative phenomenological analysis (IPA). Because Sector Policing National Instruction 3/2013 is a very recent policing strategy model, the IPA technique complemented the perceptions of the participants that the researcher measured. The aim of IPA is to explore in detail how participants make sense of their personal and social world, and the main currency for an IPA study is the meanings that particular experiences, events and states hold for participants. The approach was phenomenological in that it involved detailed examination of the

participants' living world (police officers engaging and implementing sector policing on a day-to-day basis) (Blanche, Kelly & Durrheim, 2006: 321-322; Larkin, Watts & Clifton, 2006: 102-103; Smith, 2004: 39).

The emphasis was placed on the interpretation of the meaning the interviews might have. The following aspects formed part of the analysis of the interviews: the formulation of the research assumption, analytical thoughts over the period of the research, gathering and critically reading of pre-existing and academic material, examining trustworthiness of data, forming tentative findings and documenting own analysis and findings (Babbie, 2013: 390-392; Neuman, 2000: 507-508).

The researcher systematically recorded data that would facilitate analysis. All data were collected before engaging in analysis. After the organisation and conversion of data, the main object was to review all the data and then to generate categories of data. The categories and themes were clustered; emerging and sub-ordinate themes were identified and tabled. Themes were validated through textual and structural description of themes. Information was evaluated for usefulness and centrality. The researcher determined how useful the data was in illuminating the questions being explored and how central the data was to the story that was unfolding about the phenomenon being studied. Finally, the researcher presents the research findings in text and tabular form. Through textual and visual images of the information, the researcher clarifies how data and concepts fit together (Neuman, 2000: 439; Robson, 1995: 392).

4.7 DESCRIPTIVE STATISTICS

The researcher used descriptive statistics to describe, show or summarise the data and to highlight patterns. Maxwell (2010: 478) is of the opinion that numbers give precision to statements about the frequency, amount, or typicality of particular phenomena.

Description of the data collected in research is an important component for both the researcher and the reader. In both quantitative and qualitative analysis, the reduction of a large amount of data to an easily digestible summary is an important function. More important, description lays the foundation for later analyses and interpretation of collected data (Schreiber, 2008: 209).

Data gathered through qualitative methods is often presented in the form of a case study. However, as with all data, results can also be presented in graphs, tables and using other (traditionally) quantitative methods. It is important, though, to realise that just because qualitative information is presented in a graph, it does not suddenly become quantitative (Schreiber, 2008: 209).

Descriptive statistics allow a researcher to provide another context, a richer picture or enhanced representation, in which to examine the phenomenon of interest. The inclusion of quantitative data also enhances legitimacy (e.g. validity, credibility, trustworthiness, transferability). Descriptive statistics are categorised into numerical and graphical statistics.

In summary, the use of numbers is a legitimate and valuable strategy for qualitative researchers when it is used as a complement to an overall process orientation to the research (Maxwell, 2010: 480).

Cresswell's (2009) dominant-less-dominant mixed methodology strategy was therefore followed and the dominant qualitative data was supported by means of a descriptive quantitative analysis of the findings. The quantitative data provided numerical value to the study because elementary descriptive statistical techniques were employed, and the qualitative data provided rich information regarding the perceptions police officials held on sector policing.

The researcher decided to use the semi-structured interview technique to ensure validity and to prevent poor or skewed responses. With this technique, the interviewer becomes part of the instrument along with the interview schedule and the face-to-face interview method usually obtains high quality data. This also allows a researcher to ask more questions when needed and allows probing when necessary. This technique also ensures that a researcher establishes rapport and gets the maximum response rate from the interviewees. The researcher decided to follow this type of methodology since she wanted to obtain the most valuable information from this exploratory investigation. Moreover, Lanier and Briggs (2014) insist that mixed methods have the potential to strengthen a study and are applicable to any type of research.

4.8 MEASUREMENT QUALITY

The researcher considered the issue of establishing rigour in the qualitative study. According to Lietz, Langer and Furman (2010: 441), research procedures used by qualitative researchers to establish rigour are an important way to increase confidence that the voices of the participants are heard. The researcher engaged in efforts which increased confidence that the findings represented the meanings presented by the participants.

Trustworthiness of data was ensured by achieving credibility, transferability, dependability and conformability. Credibility was obtained through prolonged engagement, persistent observation, referential adequacy, supervisor debriefing and checking data and interpretation. Member checking was used to review the findings of the data analysis in order to confirm the credibility of the findings of the study. This was an important strategy to improve trustworthiness. By using member checking, the researcher could systematically confirm the data with the participants. Transferability ensured that findings could be generalised from a sample to its target population. Transferability was obtained by collecting sufficiently detailed descriptions of data, through the use of purposive sampling. Dependability provided the reader with evidence that if the research were to be repeated with similar respondents, in the same context, the research findings would be similar. There could be no credibility without dependability. The former would be sufficient to establish the existence of dependability. Conformability was established by tracing the conclusions, interpretations and recommendations to the sources and to determine whether these were supported by the inquiry. Conformability captures the traditional concept of *objectivity* (Babbie, 2013: 187-192; Schurink, Fouche & De Vos, 2011: 419-421; Struwig & Stead, 2001: 133-135).

4.9 PILOT STUDY

Greeff (2011: 349) urges researchers to build a pilot venture into their proposals in which they explore their interviewing design with a small number of participants. The researchers will hereby get to know some of the practical aspects of establishing access, making contact and conducting the interview, as well as becoming alert to his or her personal level of interviewing skills. Moreover, the pilot study assists in estimating the time and costs that may be involved, as well as in pre-empting the problems that may arise during the actual qualitative interviews (Strydom & Delport, 2011: 393-394).

A pilot study was conducted at a rural and an urban police station in the Gauteng province. The purpose was to determine whether the relevant data could be obtained from the interviews with station commanders and sector commanders pertaining to sector policing. The researcher focused on specific areas that might have been unclear previously or tested the nature of certain questions in the interviewing schedule. The researcher made modifications with a view to quality interviewing during the main investigation.

4.10   ETHICAL CONSIDERATIONS

Ethical behaviour can be defined as behaviour in accordance with principles of conduct that are considered correct, especially those of a given profession (Babbie, 2013: 32). The following ethical issues will be taken into consideration in the study (Babbie, 2013: 32-39; Neuman, 2000: 90-101; Strydom, 2011: 115-126; Wassenaar, 2006: 68-76):

The participants had a thorough understanding of the investigation and its intended purpose before participating in the study. Because the study was about the implementation of a prescribed national instruction, the researcher did not foresee any emotional effect during the research that would warrant debriefing. The participants were made aware of the type of information requested, why the information was being sought, what purpose it would be put to and how they were expected to participate in the study. Informed consent was gained from the participants using a letter of consent, which the participants were required to sign (see Appendix E).

In the study, the participants were protected by keeping the research data in confidence and by not releasing information in a way that permits linking specific individuals to specific responses. All information was handled with respect and sensitivity. The ethical principles of the Faculty of Humanities at the University of Pretoria were followed throughout the study. All possible steps were taken to ensure privacy and confidentiality. The participants in this study were given numeric numbers linked to each cluster area to protect their identities, which were only known to the researcher and her direct supervisor. The research data and identifiable particulars of the participants will be kept in a safe room at the Faculty of Humanities at the University of Pretoria for 15 years as prescribed by regulations and will not be discussed or released to third parties. When the research is presented in the master's dissertation or any future research articles, the identifiable particulars of the participants will not be presented in a detectable way.

The researcher did not intend to deliberately misrepresent or withhold any information from the participants. The aim, relevance and usefulness of the research were explained to the participants. Appropriate methodology was used in conducting the study because it is unethical to use a method or procedure known to be inappropriate. The researcher did not attempt to hide results or highlight information disproportionately to its true existence. A final report was written in an accurate, objective, concise and clear manner, containing all relevant information. Results were clearly stated and data correctly interpreted to avoid any alteration or misrepresentation of results.

The research was conducted and developed in collaboration with the SAPS as target population. The researcher was sensitive to the values, culture and practices of the SAPS. Benefits from the research will accrue to the SAPS and the participants. The findings of the study will be submitted to the SAPS national head office for their scrutiny and utilisation. The envisaged study is a pioneering endeavour and might not have an immediate impact on improving the implementation of sector policing as a viable policing strategy to reduce crime. However it is anticipated that the study would contribute to providing guidance and support to police management and police stations to ensure the enhanced operationalisation of sector policing as a policing approach. It will also determine the level of implementation and the perceptions police hold with regard to the implementation thereof which will assist the SAPS head office to accomplish the realisation of Sector Policing National Instruction 3/2013.

4.11 CONCLUSION

In this chapter, the qualitative research design was discussed. In addition, the researcher described the qualitative procedures and the quantitative descriptive technique that were followed during the research. An overview of the sampling method, data-gathering technique and instrument was given. Data analysis procedures were highlighted and ethical principles pertaining to the study were emphasised. Various measures of trustworthiness were utilised to ensure that the study was valid and reliable. In the next chapter, the researcher will highlight the data-gathering phase of the current study.

CHAPTER 5: RESULTS OF THE STUDY AND ANALYSIS OF COLLECTED DATA

Chapter 5 presents the results and findings of the study and an analysis of the collected data.

5.1 INTRODUCTION

In the current study, a qualitative research approach was used, which necessitated a qualitative data analysis process. *Qualitative analysis* is the non-numerical examination and interpretation of observations for the purpose of discovering underlying meanings and patterns of relationships (Babbie, 2013: 390). Qualitative data analysis requires analytical craftsmanship and the ability to capture an understanding of the data (Struwig & Stead, 2001: 169). Data was collected and processed through analytical procedures into an understandable, insightful, trustworthy and original analysis. The technique that was used to analyse the interviews was interpretative phenomenological analysis (IPA). Since Sector Policing National Instruction 3/2013 is a very recent policing strategy model, the IPA technique complemented gathered data regarding the perceptions of the participants. The aim of IPA is to explore in detail how participants make sense of their personal and social world, and the main currency for an IPA study is the meanings that particular experiences, events and states hold for participants. The approach is phenomenological in that it involves detailed examination of the participants' living world (police officers engaging and implementing with sector policing on a day-to-day basis) (Blanche, Kelly & Durrheim, 2006: 321-322; Larkin et al., 2006: 102-103; Smith, 2004: 39).

The emphasis was placed on the interpretation of the meaning the interviews might have. The following aspects formed part of the analysis of the interviews: the formulation of the research assumption, analytical thoughts over the period of the research, gathering and critically reading pre-existing and academic material, examining trustworthiness of data, forming tentative findings and documenting own analysis and findings (Babbie, 2013: 390-392; Neuman, 2000: 507-508).

The researcher systematically recorded data that facilitated analysis. All data was collected before engaging in the process of analysis. After the organisation and conversion of data, the main objective was to review all the data and then to generate categories of data. The categories and themes were clustered; emerging and sub-ordinate themes were identified and

tabled. Themes were validated through textual and structural description of themes. Information was evaluated for usefulness and centrality. The researcher determined how useful the data was by illuminating the questions being explored and how central the data was to the story that was unfolding about the phenomena being studied. Finally, the researcher presented the research findings in text and tabular form. The quantitative descriptive part of the research was integrated into the qualitative section to underline the percentages related to the different perceptions. Through these descriptive, textual and visual images of the information, the researcher clarified how data and concepts fit together (Neuman, 2000: 439).

The researcher used descriptive statistics to describe, show or summarise the data and to highlight patterns. Maxwell (2010: 478) is of the opinion that numbers give precision to statements about the frequency, amount, or typicality of particular phenomena. Description of the data collected in research is an important component for both the researcher and the reader. In both quantitative and qualitative analysis, the reduction of a large amount of data to an easily digestible summary is an important function. More important, description lays the foundation for later analyses and interpretation of collected data (Schreiber, 2008: 209).

Data gathered through qualitative methods is often presented in the form of a case study. However, as with all data, results can also be presented in graphs, tables and using other (traditionally) quantitative methods. It is important, though, to realise that just because qualitative information is presented in a graph, it does not suddenly become quantitative (Schreiber, 2008: 209). Descriptive statistics allow a researcher to provide another context, a richer picture or enhanced representation in which to examine the phenomenon of interest. The inclusion of quantitative data also enhanced legitimacy (e.g., validity, credibility, trustworthiness, transferability). Descriptive statistics were categorised into numerical and graphical statistics. In summary, the use of numbers is a legitimate and valuable strategy for qualitative researchers when it is used as a complement to an overall process orientation to the research (Maxwell, 2010: 480).

Cresswell's (2009) dominant-less-dominant mixed methodology strategy was therefore followed and the dominant qualitative data was supported by means of a descriptive quantitative analysis of the findings. The quantitative data provided numerical value to the study because elementary descriptive statistical techniques were employed, and the qualitative data provided rich information regarding the perceptions police officers held on sector policing.

5.2 QUALITATIVE DATA ANALYSIS COMPONENTS

Data analysis brings structure, order and meaning to the data that a researcher collects (De Vos, 2005: 333). Qualitative data analysis is usually based on an interpretative philosophy that is aimed at examining meaningful and symbolic content of qualitative data. Qualitative data analysis establishes how participants make meaning of a specific phenomenon by analysing their perceptions, attitudes, understanding, knowledge, values, feelings and experiences in an attempt to approximate their construction of the phenomenon. This is best achieved through a process of inductive analyses of qualitative data where the main purpose is to allow research findings to emerge from the frequent, dominant or significant themes inherent in raw data, without the restraints imposed by a more structured theoretical orientation (Nieuwenhuis, 2007: 99).

The recording of analytical insights that take place during data collection refers to the first step of qualitative analysis (De Vos, 2005: 336). The researcher used an audio recorder and generated field notes in order to ensure that the data was collected effectively. The second step of data analysis is the organising of the data. The organising of data starts with the transcribing of the interviews. This step also acts as a point of transition between data collection and analysis (De Vos, 2005: 336; Nieuwenhuis, 2007: 104). The researcher organised the data in the current study by transcribing and typing the audio-taped information. The third step involves the reading of and the writing up of the collected data. After the researcher transcribed the data from the audio recorder in typed form, the researcher read the transcripts repetitively in order to familiarise herself with the information that was gathered. Nieuwenhuis (2007: 104) states that good analysis often depends on the researcher's understanding of the data. This can only be achieved if the researcher repeatedly engages with the same information.

The fourth step involves that the researcher has to clarify, describe and interpret the gathered data (De Vos, 2005: 337). After conducting the interviews and transcribing the data derived from the interviews, the researcher identified categories and sub-categories. The formation of categories signifies the heart of qualitative data analysis. The researcher identified recurring ideas and patterns of belief that linked people's ideas in order to integrate the entire endeavour. Categorising information involves the researcher noting regularities with regard to the comments given by the participants. Following this, the researcher must interpret the findings, in other words, make sense of the data that was gathered during the interviews. De Vos (2005: 337) is

of the opinion that interpretation must be based on a combination of personal views and a social science construct. The last step involves the researcher presenting the data by writing a research report (De Vos, 2005: 337). The researcher linked the data derived during the interviews to the literature that was reviewed. Subsequently, the researcher analysed the data in order to ascertain if it was useful in fulfilling the aims of the study.

5.3 ANALYSIS OF COLLECTED DATA

The researcher used the IPA method to analyse the data collected from station commanders and sector commanders. IPA has the dual aim of conducting in-depth and systematic exploration of lived experiences and examining how people make sense of such an experience (Larkin et al., 2006: 104; Shaw, 2001: 49). Jonathan Smith specifically developed IPA to allow rigorous exploration of idiographic subjective experiences (Biggerstaff & Thompson, 2008: 5).

There are three theoretical underpinnings to IPA as inductive and idiographic approach. Firstly, IPA is phenomenological in its concern with individuals' perceptions, but IPA also recognises the central role for the analyst in making sense of that personal experience and is thus strongly connected to the interpretative or hermeneutic tradition (Biggerstaff & Thompson, 2008: 5; Brocki & Wearden, 2006: 87-88; Smith, 2004: 40). The second theoretical underpinning is hermeneutic inquiry; IPA is concerned with people as interpreting and sense-making individuals. The dual aim of IPA is achieved through social engagement and interpretation on the part of the researcher (Shaw, 2001: 50). The third theoretical underpinning is symbolic interactionism. The central point of interest in symbolic interactionism is the meanings that individuals ascribe to certain events and life experiences (Brocki & Wearden, 2006: 88; Chapman & Smith, 2002: 126). Individuals actively interpret their experience and their world and the researcher seeks to understand that lived experience and how they make sense of it (Brocki & Wearden, 2006: 88; Shaw, 2001: 50).

Smith (2004: 41-44) describes three characteristic features of IPA, namely idiographic, inductive and interrogative. IPA is idiographic, starting with the detailed examination of one case until some degree of saturation has been achieved, then moving to a detailed analysis of the second case. This process continues until all cases have been examined. When all cases have been examined, only then can the researcher conduct cross-case analysis as the tables of themes for each participant are interrogated for convergence and divergence. IPA is inductive as it involves

techniques which allow for unanticipated and unpredicted themes to emerge during analysis. Therefore, IPA researchers do not attempt to verify or negate specific hypotheses established on the basis of the extant literature; rather they construct broader research questions which lead to the collection of expansive data. IPA is interrogative because one of its central aims is to contribute to the existing body of literature. Even though IPA involves in-depth analysis of a small sample size, the results can be discussed in relation to the broader extant of literature.

IPA is pertinent to this study for a number of reasons (Biggerstaff & Thompson, 2008: 8; Chapman & Smith, 2002: 127; Larkin et al., 2006: 103-104; Reid, Flowers & Larkin, 2005: 20; Shaw, 2001: 48-52):

- IPA is a suitable approach when one is trying to find out how individuals perceive the particular situations they face, how they make sense of their personal and social world. IPA requires a flexible data collection instrument. Most studies using IPA are conducted through the semi-structured interview. This form of interviewing allows the researcher and participant to engage in a dialogue whereby initial questions are modified in the light of the participant's responses and the investigator is able to probe interesting and important areas which arise. The researcher employed qualitative methodology and used the semi-structured interview as data-gathering technique and the interview schedule as research instrument. Research questions were framed broadly and openly. There was no attempt to test a predetermined hypothesis of the researcher. The aim was to explore, flexibly and in detail, an area of concern.

- The researcher followed a phenomenological approach to further understand the phenomenon.

- The study allowed for the researcher to make use of interpretation. The only way to have had access to the lived experience of the respondents was through active interpretation. This is one of the cornerstones of IPA.

- This research falls into the symbolic interactionism paradigm. Symbolic interactionism is an important theoretical undercurrent in terms of IPA because it looks at the meanings that individuals give certain life experiences. These meanings are obtained through social interaction processes and interpretation.

- IPA uses small sample sizes because of the idiographic approach to analysis. The aim of the study was to say something in detail about the perceptions and understandings of this particular group rather than prematurely make more general claims. Furthermore, IPA uses a fairly homogeneous sample. Through purposive sampling, IPA finds a more closely defined

group for whom the research questions will be significant. The study focused on station commanders and sector commanders from rural and urban police stations situated in Limpopo and their experiences with sector policing according to Sector Policing National Instruction 3/2013. The researcher used purposive sampling in order to find a closely defined group to whom the research questions would apply. In addition, the seven-step IPA method as devised by Moustakas (1994: 120-121) was employed to analyse the collected data.

Moustakas (1994: 120-121) developed a seven-step method to analyse the phenomenological, interpretative data. The elements of this method are as follows:

a) Horizontalisation: this refers to listing and preliminary grouping of the transcript statements that describe an element of the experience. These horizons are named according to the statements.

b) Elimination: each horizon is tested for two requirements, as follows, is it necessary for the understanding of the experience and can it be labelled? If both of these criteria are not met, the horizon is eliminated.

c) Clustering: the remaining horizons are grouped together into similar themes. These form the core themes of the experience or phenomenon studied.

d) Validation: the themes are checked against interview transcripts to ensure they are valid. Any themes that are not valid are then deleted.

e) Individual textural description: this is a description of "what" happened and include verbatim examples from the transcribed interview.

f) Individual structural description: this is the researcher's explanation of what happened in the individual's experience. This can consist of the field notes made by the interviewer.

g) Composite description: this is the final step in the data analysis and it represents the meanings of the experience for the whole group.

5.4 DISCUSSION OF FINDINGS

In the next section, a step-by-step account of the data analysis process the researcher followed is presented. Data was reduced and analysed so that a concise set of scientific findings could be disclosed. Once the emergent themes and sub-themes were clarified, interpretation of these themes could occur. Smith (2004: 40) insists that the quality of the final analysis is determined by "the personal analytic work done at each stage of the procedure". Because the researcher used IPA to analyse the data, a brief explanation of the technique follows.

The assumption in IPA is that the analyst is interested in learning something about the respondent's world. This involves the researcher engaging in an interpretative relationship with the transcript. While the researcher is attempting to capture and do justice to the meanings of the respondent's world, those meanings are not transparently available, they must be obtained through a sustained engagement with the text and a process of interpretation (Brocki & Wearden, 2006: 98; Smith & Osborn, 2003: 51).

IPA involves the systematic search for themes in the first interview and the forging of connections between the themes. This process is repeated with each following interview with the aim of establishing emergent and sub-ordinate themes (Biggerstaff & Thompson, 2008: 8-9). Through the establishment of emergent and sub-ordinate themes, the researcher aims to gain an understanding of the individual's lived experience and thus a comprehension of the phenomenon being researched. The researcher used the seven-step IPA method devised by Moustakas (1994: 120-121) to analyse the collected data. Therefore, in the current study, the researcher started by identifying themes and looking for connections between the lists of emerging themes (horizontalisation). The horizons identified in the first endeavour were tested according to their ability to be labelled and their relevance to understanding the phenomenon. Themes that could not be labelled or were deemed to be irrelevant were eliminated (elimination). The remaining themes were then clustered into sub-ordinate themes before a table of master themes was created (clustering). The researcher inserted a motivating statement to represent each theme in the table and to ensure there was no bias in the clustering process (validation).

After the table was developed, the researcher moved onto the next case and looked for further evidence of the master and sub-ordinate themes or for new emergent themes. This was a cyclic process and entailed the researcher re-reading the data several times and also rethinking the clustering of themes. The researcher then described each individual case, within the themes, using the semi-structured interviews and her field notes (textural and structural description). This allowed for a narrative account of each individual's experience. The narrative account presented the emergent themes that were supported by verbatim extracts from the respondents. The composite description can be viewed as the interpretation of the collected data.

5.4.1   Step 1: Horizontalisation of data

The emergent themes presented in Table 2 were based on the structure of the interview schedule. From the analysis of the first interview, the following themes emerged:

Table 2: Emergent themes

EMERGENT THEMES
1. Implementation of Sector Policing National Instruction 3/2013
2. Selection as a station or sector commander
3. Level of implementation of sector policing in terms of Sector Policing National Instruction 3/2013
4. Number of sectors in policing precinct operational according to Sector Policing National Instruction 3/2013 guidelines
5. Challenges pertaining to the implementation of Sector Policing National Instruction 3/2013
6. Solving the identified challenges
7. Perception and opinion of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy
8. Additional information about sector policing relevant to the study

5.4.2   Step 2: Elimination of themes

This step focuses on the elimination of themes. It highlights the themes that were deleted after all the interviews had been analysed. The researcher wrote down possible themes to be eliminated as she analysed each interview. Step 1 to Step 4 of IPA are cyclic in nature, but in order for the researcher to explain exactly how the master themes were identified and to avoid possible confusion, the researcher condensed the cycle to represent the eliminated themes and the conclusions reached for elimination. Some of the emergent themes were eliminated either because it was impossible to label them, or because they were deemed irrelevant with specific regard to the study's objectives. Table 3 lists the deleted themes and the reason for their elimination.

Table 3: Deleted themes and the reason for their elimination

DELETED THEMES	REASON FOR THEIR ELIMINATION
1. Selection as a station or sector commander	This research purely focuses on the
2. Number of sectors in policing precinct operational	implementation process of sector policing and

according to Sector Policing National Instruction 3/2013 guidelines	the perceptions by police officers of the implementation process as depicted in Sector Policing National Instruction 3/2013

5.4.3   Step 3: Clustering

Table 4 below represents the clustering of sub-ordinate themes that became apparent after the elimination process was completed. The clustering of themes forms part of the cycle in IPA, but for the purposes of unambiguous explanation, only the clusters of themes that became apparent after the analysis of all the interviews are presented.

Table 4: Emergent and sub-ordinate themes after elimination

Emergent themes	Sub-ordinate themes
1. Implementation of Sector Policing National Instruction 3/2013	1.1 Implementation date according to station commanders of urban stations 1.2 Implementation date according to station commanders of rural stations 1.3 Implementation date according to sector commanders of urban stations 1.4 Implementation date according to sector commanders of rural stations
2. Level of implementation of sector policing in terms of Sector Policing National Instruction 3/2013	2.1 Implementation level according to station commanders of urban stations 2.2 Implementation level according to station commanders of rural stations 2.3 Implementation level according to sector commanders of urban stations 2.4 Implementation level according to sector commanders of rural stations
3. Perception and opinion of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy	3.1 According to station commanders of urban stations 3.2 According to station commanders of rural stations 3.3 According to sector commanders of urban stations 3.4 According to sector commanders of rural stations

5.4.4 Step 4: Validation

In Table 5, the emergent and sub-ordinate themes that were identified after the researcher analysed all 30 interviews are presented. The appearance of the emergent and sub-ordinate themes in this table is justified or validated by the motivating statement of how many participants out of the sampling frame could be placed into the relevant categories. This is the last step in the cyclic process of IPA. The themes, sub-ordinate themes and validation presented in Table 5 are those that were deemed important after an evaluation of the clusters had taken place. The themes in this table are the ones that are discussed and interpreted in the textural and structural descriptions and in the composite description. The one relevant statement should be seen as the leading statement that validates the themes and sub-ordinate themes.

The following abbreviations will be used in the tables:

- SCU = Station Commander Urban Police Station [a number will indicate the respondent number, SCU 5 implies Respondent 5 is a Station Commander from an urban police station]

- SCR = Station Commander Rural Police Station [a number will indicate the respondent number]

- Scu = Sector Commander Urban Police Station [a number will indicate the respondent number, Scu 5a implies Respondent 5a is a Sector Commander from an urban police station responsible for coordinating all policing activities in a demarcated sector]

- Scr = Sector Commander Rural Police Station [a number will indicate the respondent number]

Table 5: Emergent themes, sub-ordinate themes and motivating statements

Emergent themes	Sub-ordinate themes	Motivating statement and verbatim extract from different respondents
1. Implementation of Sector Policing National Instruction 3/2013	1.1 Implementation date according to station commanders of urban stations	1.1 All five of the respondents (100%) indicated that Sector Policing National Instruction 3/2013 was implemented during 2014 "The National Instruction was implemented during 2014."(SCU5)
	1.2 Implementation date according to station commanders of rural stations	1.2 All five of the respondents (100%) indicated that Sector Policing National Instruction 3/2013 was implemented during 2014 "The National Instruction was implemented in 2014. But because of a limited number of personnel and vehicles, sector policing could not be implemented at all levels."(SCR4)

	1.3 Implementation date according to sector commanders of urban stations	1.3 Nine of the 10 respondents (90%) indicated that Sector Policing National Instruction 3/2013 was implemented during 2014. One respondent (10%) indicated that Sector Policing National Instruction 3/2013 was implemented during 2015 "In 2014, we received and implemented the National Instruction."(Scu5a) "The station received National Instruction 3/2013 in September 2014 and was implemented January 2015."(Scu1b)
	1.4 Implementation date according to sector commanders of rural stations	1.4 All 10 of the respondents (100%) indicated that Sector Policing National Instruction 3/2013 was implemented during 2014 "National Instruction 3 of 2013 was implemented at our station during 2014."(Scr4b)
2. Level of implementation of sector policing in terms of Sector Policing National Instruction 3/2013	2.1 Implementation level according to station commanders of urban stations	2.1 Four of the five respondents (80%) reported sufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013 "Sector policing has been fully implemented at our station. Sectors have been demarcated and profiled. Sector commanders have been appointed. The sector policing forums and community policing forum are running smoothly. The sector commander attends to problems reported in his sector and will discuss it on the forum meetings and with his commanders at the station. Sector commanders from other sectors as well as the community will assist in attending to crime problems."(SCU4)
	2.2 Implementation level according to station commanders of rural stations	2.2 Four of the five respondents (80%) reported insufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013 "The sectors are demarcated, profiled and managed by the sector commanders. My station will be able to implement sector policing 100% with the necessary resources allocated. The sector commanders together with other police officers are willing to implement sector policing and positive about this strategy but frustrated due to limited resources."(SCR3)
	2.3 Implementation level according to sector commanders of urban stations	2.3 Seven of the 10 respondents (70%) reported insufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013 "Sector policing is not fully operational. If more personnel and vehicles are allocated sector policing can be implemented according to the National Instruction guidelines. I am appointed as sector commander for the demarcated sector and responsible for compiling the sector profile. A sector policing forum was established. Monthly meetings are held with the community. The police and community exchange information regarding crime and the prevention thereof."(Scu2b)
	2.4 Implementation level according to sector commanders of rural stations	2.4 Seven of the 10 respondents (70%) reported insufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013 "Sector policing has not been fully implemented. The vehicles are not equipped to drive on bumpy and slippery gravel roads. Vehicles will

		frequently experience mechanical problems and flat tires. The sector commanders are not being provided with sector teams to assist them with their duties. The demarcated sector areas are difficult to manage due to the size of the sectors and insufficient resources. The community will contact the sector commanders and report complaints and crime. The sector commander will meet and engage with indunas, local government agencies and the community to plan actions and deal with crime together. During the Station Crime-Combating Forum meetings, the sector commanders will report on crime and challenges in their sectors and operations conducted."(Scr3b)
3. Perception and opinion of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy	3.1 According to station commanders of urban stations	3.1 All five of the respondents (100%) were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy "Sector policing is working. With sector policing teams visible and available to the community, crime has been increasingly reported and has decreased in the sectors, for instance, house-breaking has dropped dramatically."(SCU5)
	3.2 According to station commanders of rural stations	3.2 All five of the respondents (100%) were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy "Sector policing is valuable. Police members working in their sectors attend to complaints quicker. Crime declines because of police visibility and presence in sectors. With the necessary resources, we will be able to do sector policing. We want to do sector policing."(SCR4)
	3.3 According to sector commanders of urban stations	3.3 All 10 of the respondents (100%) were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy "Because of sector policing, the communication and relationship between the police and community has improved and reporting of crimes has increased. Crime has dropped because of the community's involvement in crime prevention and visible policing initiatives, for example, the sector policing forum has donated GPS systems and volunteered to patrol the streets with the police."(Scu2a)
	3.4 According to sector commanders of rural stations	3.4 Eight of the 10 respondents (80%) were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy "In my opinion, sector policing is a valuable crime prevention tool. With more resources allocated, the sector policing teams will be visible, available and will be able to properly assist the community. The community will learn to trust the police and indicate crime problems. Early detection will lead to crime prevention. Criminals will avoid patrolled sectors."(Scr3b)

5.4.5   Steps 5 and 6: Textural and structural descriptions

The textural and structural descriptions of a phenomenon refer to the description of the experience and a possible explanation of the experience respectively. These descriptions are made up of verbatim extracts from the interview schedule and field notes made by the researcher. The researcher combined Steps 5 and 6 to provide richness of data and more depth into each theme. Because the researcher required specific information about Sector Policing National Instruction 3/2013, the textural and structural descriptions will be discussed under each master theme and its sub-ordinate themes. Only the relevant extracts from the semi-structured interviews and field notes will be documented.

5.4.5.1 Structural descriptions

Structural description is the researcher's explanation of what happened in the individual's experience. This consists of field notes made by the interviewer. Table 6 represents the structural descriptions.

Table 6: Structural descriptions

Station commander	Sector commanders	Field notes
SCU1 **Station commander urban 1**	**Scu 1a –** **Sector commander urban 1a** **Scu 1b –** **Sector commander urban 1b**	The respondents were friendly, hospitable and helpful during interviewing. They were comfortable with answering questions spontaneously and honestly. The well-structured station with experienced hard-working members projected enthusiasm and a positive attitude towards sector policing as crime reduction strategy despite being confronted by limited resources. The respondents reported community involvement and support during sector policing activities and operations.
SCU2 **Station commander urban 2**	**Scu 2a –** **Sector commander urban 2a** **Scu 2b –** **Sector commander urban 2b**	The respondents were friendly, co-operative and enjoyed the interviewing. Valuable comments and recommendations regarding sector policing were provided during interviewing. The station commander brought to the attention of the researcher the importance of meeting the needs of her members as well as the needs of the community when implementing sector policing. The respondents presented as hard-working, dedicated and positive police members striving to put Sector Policing National Instruction 3/2013 into practice with available resources allocated to them.
SCU3 **Station commander urban 3**	**Scu 3a –** **Sector commander urban 3a** **Scu 3b –** **Sector commander urban 3b**	Interviews were conducted with well-trained, educated and experienced station commanders and sector commanders. The interviews were informative and reflected a composition of respondents' outspoken, honest opinions, perceptions and recommendations regarding sector policing as a policing approach. The sector commanders projected an enthusiasm towards serving the community despite being confronted by daily resource challenges. The respondents elaborated extensively on the co-operation between the police and community during sector policing forum meetings, operations and activities.
SCU4 **Station**	**Scu 4a –** **Sector commander urban 4a**	A well-organised, friendly and co-operative station, with a positive attitude towards sector policing. Respondents provided valuable insight, opinions as well as suggestions promoting enhanced operationalisation of sector policing. Equipped

commander urban 4	Scu 4b – Sector commander urban 4b	with knowledge and experience regarding sector policing strategy, the sector commanders educate the community regarding their roles, functions and responsibilities and provide support and guidance internally to each other. The need for more resources contributing to sufficient implementation of sector policing according to Sector Policing National Instruction 3/2103 guidelines, was pointed out during interviewing.
SCU5 Station commander urban 5	Scu 5a – Sector commander urban 5a Scu 5b – Sector commander urban 5b	The knowledgeable and experienced station commander with sector commanders assisted and enlightened the researcher with spontaneous responses regarding the application of sector policing within the police system and community. The respondents shared insights and practical experience and provided the researcher with suggestions and recommendations regarding sector policing.
SCR1 Station commander rural 1	Scr 1a – Sector commander rural 1a Scr 1b – Sector commander rural 1b	Respondents were courteous and thoughtful, helpful and co-operative. The respondents answered spontaneously and honestly indicating their frustration with regard to resource challenges. Because of limited manpower and vehicles one sector commander was appointed to co-ordinate and manage two sectors. The station commander responded with authority, knowledge and experience in respect of sector policing.
SCR2 Station commander rural 2	Scr 2a – Sector commander rural 2a Scr 2b – Sector commander rural 2b	The respondents were extremely frustrated because of the inability to adequately implement sector policing. Respondents informed the researcher of resource challenges preventing them from applying sector policing according to Sector Policing National Instruction 3/2013 guidelines. Respondents highlighted the importance of internal (police system) and external (community) co-operation and support especially when confronted with limited human and physical resources.
SCR3 Station commander rural 3	Scr 3a – Sector commander rural 3a Scr 3b – Sector commander rural 3b	The respondents greeted the researcher courteously and enthusiastically and assisted the researcher with honest spontaneous answers to questions. The respondents live and work close to the community they serve and support each other especially when restricted manpower and vehicles are available. This small rural station exemplified the way in which a station commander's experience and leadership skills can motivate creative and innovative thoughts and actions among police members when confronted by challenges and frustrations regarding resources.
SCR4 Station commander rural 4	Scr 4a – Sector commander rural 4a Scr 4b – Sector commander rural 4b	Respondents provided assistance and co-operation during interviewing. The researcher explored the hard-working and outspoken police officer's world and gathered valuable information pertaining to sector policing. The respondents reflected utter frustration due to a shortage of human and physical resources. In support of sector policing as crime prevention and crime-combating strategy, the respondents highlighted their opinions, perceptions and recommendations.
SCR5 Station commander rural 5	Scr 5a – Sector commander rural 5a Scr 5b – Sector commander rural 5b	The researcher was given a friendly reception from the station commander and sector commanders. It was important for the respondents being intensely confronted by resource challenges to ventilate their feelings of frustration and powerlessness. During interviewing, the respondents provided honest opinions and valuable suggestions. Their responses reflected their reality.

5.4.5.2 Textural descriptions

Translated extracts from the interviews will be presented, in other words, the answers to the questions that were asked during the interviews will be given in the verbatim responses of the research participants. A linguistic expert translated the Afrikaans extracts for purposes of clarity and scientific significance. The transcribed interviews are attached to the research report

(Appendices F & G). Due to the fact that the Afrikaans responses of research participants SCU1 and Scu4a are provided verbatim in the transcripts, the expert had to adapt certain sections of the extracts when translating, in order to ensure that the translations were not content poor and/or to avoid substandard grammar and sentence construction. It must be noted that in order to attain confidentiality, the researcher will refer to the numeric code provided to each research participant.

OBJECTIVE 1
- **TO DETERMINE THE LEVEL OF IMPLEMENTATION OF SECTOR POLICING IN LIMPOPO IN TERMS OF SECTOR POLICING NATIONAL INSTRUCTION 3/2013.**

1. Implementation of Sector Policing National Instruction 3/2013

During the interviews, the researcher asked the research participants when Sector Policing National Instruction 3/2013 was implemented at their stations and in their sectors.

1.1 Implementation date according to station commanders of urban stations
- All five of the respondents (100%) indicated that Sector Policing National Instruction 3/2013 was implemented during 2014 at their stations.
- Respondent SCU3 indicated as follows: "Sector policing was implemented since 2009. National Instruction 3/2013 was implemented in 2014."
- Respondent SCU4 provided the following answer: "Sector policing has been implemented since 2007 at our station. The National Instruction 3 of 2013 was implemented during 2014."
- Respondent SCU5 stated as follows: "The National Instruction was implemented during 2014."

1.2 Implementation date according to station commanders of rural stations
- All five of the respondents (100%) indicated that Sector Policing National Instruction 3/2013 was implemented during 2014 at their stations.
- Respondent SCR2 indicated as follows: "The National Instruction 3/2013 was implemented after being amended, but sector policing was implemented at our station since 2000."
- Respondent SCR3 provided the following answer: "The National Instruction was implemented during 2014."

- Respondent SCR4 stated as follows: "The National Instruction was implemented in 2014. But because of a limited number of personnel and vehicles, sector policing could not be implemented at all levels."

1.3 Implementation date according to sector commanders of urban stations

- Nine of the 10 respondents (90%) indicated that Sector Policing National Instruction 3/2013 was implemented during 2014.
- Respondent Scu1a indicated as follows: "Sector policing was implemented from 2005. National Instruction was implemented from 2014."
- Respondent Scu3a stated as follows: "Sector policing has been implemented since 2010. The National Instruction was implemented during 2014."
- Respondent Scu5a provided the following answer: "In 2014, we received and implemented the National Instruction."
- One respondent (10%) indicated that Sector Policing National Instruction 3/2013 was implemented during 2015.
- Respondent Scu1b replied: "The station received National Instruction 3/2013 in September 2014 and was implemented January 2015."

1.4 Implementation date according to sector commanders of rural stations

- All 10 of the respondents (100%) indicated that Sector Policing National Instruction 3/2013 was implemented during 2014.
- Respondent Scr4b stated as follows: "National Instruction 3 of 2013 was implemented at our station during 2014."
- Respondent Scr3a provided the following answer: "Sector policing has been implemented at this station since 2009. In 2014, the station implemented the National Instruction."

2. Level of implementation of sector policing in terms of Sector Policing National Instruction 3/2013

The research participants were asked to describe the level of implementation of sector policing in terms of Sector Policing National Instruction 3/2013 in their policing precincts and sectors. When needed, the researcher probed the reasons for insufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013.

2.1 Implementation level according to station commanders of urban stations

- Four of the five respondents (80%) reported sufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013.
- Respondent SCU4 indicated as follows: "Sector policing has been fully implemented at our station. Sectors have been demarcated and profiled. Sector commanders have been appointed. The sector policing forums and community policing forum are running smoothly. The sector commander attends to problems reported in his sector and will discuss it on the forum meetings and with his commanders at the station. Sector commanders from other sectors as well as the community will assist in attending to crime problems."
- Respondent SCU2 stated as follows: "Sector policing is implemented but not fully operational because of a lack of manpower as well as physical resources. There is no sector policing teams available. The crime prevention unit, visible policing division and the community service centre attend to complaints with the sector commanders. The sector commanders meet every day with commanders of each division [crime-combating forum] and then point out the needs and problems of their sectors, operations are then planned accordingly. The sectors are demarcated and profiled. Sector commanders are appointed and sector forum meetings, community forum meetings and rural safety meetings are being monthly attended by the community."

2.2 Implementation level according to station commanders of rural stations
- Four of the five respondents (80%) reported insufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013.
- Respondent SCR1 stated as follows: "The following sector policing phases have been implemented at the station:
- Phase 1: Demarcation of precinct into two sectors.
- Phase 2: Identifying sector commanders. One member was identified as sector commander for both demarcated sectors. Presently due to strenuous human resource challenges, the commander of visible policing and relief commanders are used as sector commanders and must be available to the community 24/7.
- Phase 3: Implementation of sector crime forums. The sector crime forum was elected and the criteria were to have all sectors as demarcated being represented. Because this was a challenge, we made use of joint meetings [rural safety, Business Against Crime, Youth Against Crime, community policing forum, etc.]
- Phase 4: Monthly meetings of sector crime forums. The community and institutions participate in the fight against crime.

- Phase 5: Implementation of projects. Together with the police, the community identifies crime prevention and deterrence projects. The projects are then implemented together with the community, for example, drug abuse programmes, and numbering of houses to improve reaction times."

- Respondent SCR3 provided the following answer: "The sectors are demarcated, profiled and managed by the sector commanders. My station will be able to implement sector policing 100% with the necessary resources allocated. The sector commanders together with other police officers are willing to implement sector policing and positive about this strategy, but frustrated due to limited resources."

- Respondent SCR4 reported as follows: "Due to insufficient resources, sector policing have not been implemented at this station as prescribed by the National Instruction. A vehicle with two relief members in each sector patrols the sectors. One sector commander was appointed. He has to work in all three demarcated sectors, draw up sector profiles and monitor sector policing activities. The commander of visible policing and relief commander assist the sector commander. A community policing forum has been established, but sector crime forums have not been established. Representatives from each sector attend monthly community policing forum meetings where they discuss matters of crime. The community will report crime and make suggestions on how the police and community can attend to crime, for instance, to patrol roads where suspects were spotted and timber was stolen."

- Respondent SCR5 indicated as follows: "The sectors have been demarcated and profiled by the sector commanders. Sector policing forums have been established but, are not running smoothly as the community are not attending the meetings. The rural safety forum and community policing forum meet once a month with representatives of each sector as well as local government departments and the municipality. It is difficult to implement sector policing according to the National Instruction because of limited resources. The areas in which we are operating have geographical challenges. The areas are large and consist of gravel roads, mountains and villages difficult to reach. Due to limited resources, manpower and vehicles, the sector commanders experience problems when implementing sector policing. There is only one vehicle with two members available per sector. When two complaints are reported in a sector, but at two points far apart from each other, the sector members experience a problem to attend swiftly to both complaints. Sometimes there is only one vehicle available to patrol all the sectors. It depends on the amount of complaints and crime reported that needs to be attended to."

2.3 Implementation level according to sector commanders of urban stations

- Seven of the 10 respondents (70%) reported insufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013.

- Respondent Scu2b responded as follows: "Sector policing is not fully operational. If more personnel and vehicles are allocated, sector policing can be implemented according to the National Instruction guidelines. I am appointed as sector commander for the demarcated sector and responsible for compiling the sector profile. A sector policing forum was established. Monthly meetings are held with the community. The police and community exchange information regarding crime and the prevention thereof."

- Respondent Scu4b stated as follows: "Sector policing has been implemented to the fullest but there are some challenges. Challenges in the form of resources [manpower and vehicles] as well as management deviating from the National Instruction, for example, sector commanders will be asked to engage in activities that don't form part of their daily functions and responsibilities. When they take us out of our sector to attend to other activities, our sector is not being policed. We can then not respond to complaints or crime in our sector. Our community are then at risk. The sectors have been demarcated and a sector commander appointed for each sector. Sector profiles are drawn up quarterly by the sector commanders. It's going well with the sector policing forum and community policing forum. We meet once a month with the community. Crimes reported will then be discussed. Since we have implemented joint operations with the community, crime has declined."

- Respondent Scu5a provided the following answer: "Sectors have been demarcated, sector commanders appointed for each sector and sector profiles compiled. Sector policing is not fully implemented, because of resource problems and the community not participating and attending meetings. The traditional leaders assist us by appointing representatives of the community to attend the sector and community policing forum meetings. We have to provide transport for the community from their villages to the station. Those who attend meetings provide support to the police. During meetings, the sector commander will present the crime statistics to the community, crime prevention initiatives will be discussed and planned, for example, the community will patrol the streets at night and will look after their neighbours' houses when unattended. The sector commander will explain sector policing to the community as well as their roles and functions."

2.4 Implementation level according to sector commanders of rural stations

- Seven of the 10 respondents (70%) reported insufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013.

- Respondent Scr3b held the following opinion: "Sector policing has not been fully implemented. The vehicles are not equipped to drive on bumpy and slippery gravel roads. Vehicles will frequently experience mechanical problems and flat tires. The sector commanders are not being provided with sector teams to assist them with their duties. The demarcated sector areas are difficult to manage due to the size of the sectors and insufficient resources. The community will contact the sector commanders and report complaints and crime. The sector commander will meet and engage with indunas, local government agencies and the community to plan actions and deal with crime together. During the Station Crime-Combating-Forum meetings, the sector commanders will report on crime and challenges in their sectors and operations conducted."

- Respondent Scr5b stated as follows: "It is nearly impossible to implement sector policing according to the National Instruction, because of a lack of resources. Everybody is aware of this situation, the provincial office, station commander, management of the station and the community. I am not happy about this situation, I am frustrated. I am not able to do the work on my own."

OBJECTIVE 2
- **TO DETERMINE THE PERCEPTIONS BY STATION COMMANDERS OF THE VALUE OF SECTOR POLICING, AS DEFINED BY SECTOR POLICING NATIONAL INSTRUCTION 3/2013, AS A CRIME REDUCTION STRATEGY, IN THEIR RELEVANT POLICING PRECINCTS.**

1. Perception and opinion of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy

The researcher enquired about the research participants' perceptions and opinions of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in their policing precincts.

1.1 According to station commanders of urban stations
- All five of the respondents (100%) were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy.

- Respondent SCU1 stated as follows: "Theory needs to be transformed into a reality, manpower and vehicles need to be supplemented and sector teams need to be established. Sector policing is a valuable strategy to use in order to combat crime and to increase community involvement with regard to crime. It is my opinion that sector policing can be combined with crime prevention. The sector commander takes the lead as co-ordinator of police services in his area. He brings the police closer to the community and the community closer to the police. He is aware of the kind of services which is needed in his area in order to prevent and combat crime. He involves both the authorities and the community at a local level in order to achieve his goals. He needs to be an experienced authority figure, a people's person who promotes the interests of the community. He needs to be able to think and act diversely. Sector policing contributes to the increased collaboration between the police and community, for example, the searching of vehicles, patrolling, the implementation of road-blocks and programmes at schools, the creating of awareness regarding crime within families as well as addressing it within their communities. The community and the police share a common goal, namely to ensure that South Africa is providing safety towards each and every civilian in the country."

- Respondent SCU3 indicated as follows: "Sector policing is a very good concept, it promotes community policing partnership. Since sector policing has been implemented, the community is in a much closer working relationship with the police."

- Respondent SCU4 responded as follows: "We are trying to use the available resources effectively. With additional resources, we will be able to implement sector policing as crime prevention approach more successfully."

- Respondent SCU5 provided the following answer: "Sector policing is working. With sector policing teams visible and available to the community, crime has been increasingly reported and has decreased in the sectors, for instance, house-breaking has dropped dramatically."

1.2 According to station commanders of rural stations

- All five of the respondents (100%) were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy.

- Respondent SCR1 stated as follows: "If resources are allocated to police stations, National Instruction 3/2013 guidelines will be correctly implemented and crime will reduce drastically. According to my own opinion, the concept of *sector policing* must be reviewed in terms of human and physical resources. There must be no excuse not to implement sector policing at

police stations. All police members must undergo training in sector policing to ensure the correct implementation thereof."

- Respondent SCR2 indicated the following: "Sector policing is a pro-active partnership policing approach that needs to be backed up by resources. The police and the community are committed in fighting crime, but need the support from government. Personnel must be allocated and vehicles as well as other resources provided, for instance, radios, cellular phones and computers."

- Respondent SCR3 had the following opinion: "Sector policing is the best crime prevention and crime reduction idea, but requires manpower, vehicles and other necessary equipment."

- Respondent SCR4 provided the following answer: "Sector policing is valuable. Police members working in their sectors attend to complaints quicker. Crime declines because of police visibility and presence in sectors. With the necessary resources, we will be able to do sector policing. We want to do sector policing."

- Respondent SCR5 stated as follows: "Sector policing has value if necessary resources are available. Visible policing is very important and prevents crime from occurring. The community wants to see the sector team patrolling and attending to complaints."

OBJECTIVE 3

- **TO DETERMINE THE PERCEPTIONS BY SECTOR COMMANDERS OF THE VALUE OF SECTOR POLICING, AS DEFINED BY SECTOR POLICING NATIONAL INSTRUCTION 3/2013, AS A CRIME REDUCTION STRATEGY, IN THEIR RELEVANT POLICING PRECINCTS.**

1. Perception and opinion of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy

The researcher enquired about the research participants' perceptions and opinions of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in their sectors.

1.1 According to sector commanders of urban stations

- All 10 of the respondents (100%) were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy.

- Respondent Scu1a provided the following answer: "Sector policing is of utmost extreme importance as it mobilises the community to assist in curbing crime. Neighbourhood watches

are the eyes and ears of the SAPS. Mass patrols and road-blocks are being conducted with assistance of SAPS, neighbourhood watches and Afriforum."

- Respondent Scu1b stated as follows: "Sector policing brings the policeman closer to the community he serves. As the community's trust grows towards their sector commander, the more the community reports crime and problems contributing to crime. The community is the policeman's ears and eyes. With the help of sector commanders, the community develops crime prevention-related initiatives, for example, the Concerned Parents Against Drugs-support group has emerged. This group provides support to families confronted with drug abuse. During the past 10 years, my relationship with the community has grown enormously. I go to work with a purpose, namely to create a safer environment together with the community I serve. I am completely dependent on the community for information and support. I had to learn to treat the community with empathy and empower the community with knowledge regarding crime."

- Respondent Scu2a reported as follows: "Because of sector policing, the communication and relationship between the police and community has improved and reporting of crimes has increased. Crime has dropped because of the community's involvement in crime prevention and visible policing initiatives, for example, the sector policing forum has donated GPS systems and volunteered to patrol the streets with the police."

- Respondent Scu3a indicated as follows: "Sector policing is a good strategy. I think it is working. The community will report crime. They know who to contact. I will follow up responses to complaints and will provide feedback to the community. The relationship and communication between the police and community have improved. The police and community are united against crime. The community will assist the police by patrolling their neighbourhoods. The sector policing team reacts quicker when complaints are reported."

- Respondent Scu3b answered as follows: "Sector policing is really working, it's good, and it widened my mind. The community gets to know their street, neighbourhood and the police better. The police get to know the community better, and can better assist the community. Crime can be detected early and prevented."

- Respondent Scu4a responded as follows: "Sector policing is a very good crime prevention and crime-combating concept if there is an availability of resources such as manpower, vehicles and sector teams. The community knows who to contact if there is a crime problem and they trust their sector commander who follow-up on all reported incidents. The sector commander ensures communication between the community and station management. Sector policing is having an impact on crime reporting as well as reaction time. Due to an

increase in visibility, crime as well as the risk of further criminal actions decline. Due to the fact that the sector commander is allowed to take his service vehicle home and resides within the area where he is the sector commander, he is able to attend to complaints immediately and travel there directly while being able to request resources. I reside in Sector 5 where I am the sector commander."

- Respondent Scu4b replied: "Sector policing enhances the relationship and communication between the community and the police. Crime reporting increases and crime decreases. Reaction time shortens and complaints are dealt with more swiftly. Sector policing is the only way we can prevent crime effectively."

- Respondent Scu5a provided the following answer: "Sector policing is a very important strategy. It can be implemented with more success if the police station area is demarcated in more sectors, each equipped with their own vehicles and sector teams. Police will then be more visible and criminals will avoid the police. Crime will be reduced and the community will be more involved in preventing further crime from happening."

1.2 According to sector commanders of rural stations

- Eight of the 10 respondents (80%) were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy. The researcher will now reflect of the responses to support the objective.

- Respondent Scr1a stated as follows: "Sector policing improves service delivery to the community as well as partnership between the community and the police. Sector policing promotes joint problem investigation and problem-solving. Sector policing ensures police availability, transparency, consultation and proper communication between the police and the community."

- Respondent Scr2b provided the following answer: "The sector policing approach promotes and supports the community policing philosophy. Trust and co-operation between the police and community have developed. If fully operational, sector policing will be a successful crime prevention and crime reduction strategy."

- Respondent Scr3b reported as follows: "In my opinion, sector policing is a valuable crime prevention tool. With more resources allocated, the sector policing teams will be visible, available and will be able to properly assist the community. The community will learn to trust the police and indicate crime problems. Early detection will lead to crime prevention. Criminals will avoid patrolled sectors."

- Respondent Scr4b indicated as follows: "Sector policing is a good method of policing. The community provides information and assistance to the sector commander, who is always available and near to the community. The sector commander must spend time with the community and trust must be built between the community and the police. The sector commander must be creative, he must be able to make rational decisions, think fast and take the community's views into consideration."

- Respondent Scr5b answered as follows: "As sector commander, I support sector policing. The community is also positive about this strategy. They see the police patrol, they see we care and respond to their complaints. They try to assist us. They patrol with us."

- Two respondents (20%) were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a valuable policing approach, but emphasised and stipulated the conditions for implementation of sector policing. Their perceptions are as follows:

• Respondent Scr3a reported as follows: "Sector policing is a good strategy that works, but must be strengthened by resources."

• Respondent Scr5a stated as follows: "Sector policing is a good way of policing, but the station area needs to be divided into smaller more manageable sectors, personnel and vehicles must be allocated and police officials must be trained in sector policing."

5.5 SUMMARY OF THE RESEARCH FINDINGS

The responses derived from the interviews are presented in Table 7.

Table 7: Responses identified and presented in the study

Emergent themes	Perceptions of station commanders of urban stations	Perceptions of station commanders of rural stations	Perceptions of sector commanders of urban stations	Perceptions of sector commanders of rural stations
1. Implementation of Sector Policing National Instruction 3/2013	100% of the respondents indicated that Sector Policing National Instruction 3/2013 was implemented	100% of the respondents indicated that Sector Policing National Instruction 3/2013 was implemented	90% of the respondents indicated that Sector Policing National Instruction 3/2013 was implemented	100% of the respondents indicated that Sector Policing National Instruction 3/2013 was implemented

	during 2014 at their stations.	during 2014 at their stations.	during 2014.	during 2014.
2. Level of implementation of sector policing in terms of Sector Policing National Instruction 3/2013	80% of the respondents reported sufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013.	80% of the respondents reported insufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013.	70% of the respondents reported insufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013.	70% of the respondents reported insufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013.
3. Perception and opinion of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy	100% of the respondents were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy.	100% of the respondents were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy.	100% of the respondents were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy.	80% of the respondents were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy.

5.6 CONCLUSION

The researcher used the seven-step IPA method of Moustakas (1994: 120-121) to analyse the collected data. The first four steps exposed the relevant themes and sub-themes. Steps 5 and 6 were combined to provide a textural and structural description of the themes, using verbatim extracts from the interviews and field notes. The final step of this method, the composite description, forms the structure of the interpretation of the data and will be presented in Chapter 6.

Chapter 6 provides an interpretation of all the relevant themes outlined in the above-mentioned analysis, with reference to the literature review and theories discussed in Chapters 2 and 3 respectively. This is followed by a presentation of possible guidelines and recommendations to establish a standardised, uniform approach to the implementation of sector policing, thereby assisting station commanders and sector commanders in the implementation and maintenance of sector policing, noting the specific dynamics that prevail at local level. In addition, concluding thoughts, achievement of the aims of the study and the value of the study, limitations of the study and recommendations for future studies will serve to complete this study.

CHAPTER 6: DATA INTERPRETATION, ACHIEVEMENTS OF OBJECTIVES AND RECOMMENDATIONS

In Chapter 6, the results of the research are linked to the central research question and sub-question. The chapter also outlines the possible contributions and limitations of the study. Recommendations for future research are made.

6.1 INTRODUCTION

The focus of this study was to undertake a research project to determine the perceptions of South African Police Service officers responsible for implementing sector policing at police stations in the Limpopo province according to the guidelines of National Instruction 3 of 2013. The objectives of the study were to determine the level of implementation of sector policing in Limpopo in terms of Sector Policing National Instruction 3/2013. In addition, the study aimed to ascertain the perceptions of station commanders and sector commanders regarding the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in their relevant policing precincts. The researcher purposefully selected and obtained information from the 10 station commanders and 20 sector commanders, from five rural and five urban police stations situated in the five districts of Limpopo province. A rural station and an urban station were selected from each district.

In this chapter, the researcher provides an interpretation of all the relevant themes outlined in the analysis, with reference to relevant literature and theories discussed in Chapters 2 and 3 respectively. This will be followed by a discussion of possible guidelines and recommendations to establish a standardised, uniform approach to the implementation of sector policing. Highlighting this could assist station commanders and sector commanders in the implementation and maintenance of sector policing. This chapter also notes the specific dynamics that prevail at local or police station level. In addition, achievement of the objectives of

the study and the value of the study, limitations of the study, recommendations for future studies and concluding thoughts are put forward in this chapter.

6.2 DATA INTERPRETATION IN RELATION TO CURRENT LITERATURE

The researcher used the IPA technique to analyse the gathered data. The final step in this technique or process is to provide a composite description of the gathered data (Moustakas, 1994: 121). (See Chapter 5 regarding the analysis of collected data for a discussion of the IPA process.) This final step or description offers a representation of the meaning of the experience for the sample as a whole. The master themes and sub-themes in the textural and structural description of Chapter 5 are discussed in relation to current literature as well as the relevant theories, which provided a framework for this study.

Although research on sector policing in South Africa is scarce, the available research can be divided into three eras: Era 1 concerns research on 'non-official' sector policing from 1998 to 2009, Era 2 concerns research on National Instruction 3/2009 on Sector Policing from 2009 to 2013 and Era 3 concerns research since the implementation of National Instruction 3/2013 on Sector Policing. This study is pioneering research in terms of National Instruction 3/2013 on Sector Policing in Era 3.

6.2.1 Implementation of Sector Policing National Instruction 3/2013

The Sector Policing National Instruction 3/2013 (see Appendix A) was approved by the National Commissioner on 8 July 2013, following the finalisation of the review process in an attempt to enable all police stations to implement sector policing as a new policing approach. An implementation plan was drafted in consultation with the provincial commissioners to guide the implementation and roll-out of the minimum implementation standards for sector policing at police station level. A strategy was formulated to support the enhanced operationalisation and maintenance of sector policing at all police stations. On 13 January 2014, Sector Policing National Instruction 3/2013 was rolled out to 1 138 police stations for implementation (Smit, 2014). The implementation status of sector policing on 31 March 2015 is highlighted in Table 8 (Smit, 2016).

Table 8: Status of sector policing implementation: 31 March 2015

Province	Number of police stations	Police stations implemented	Police stations not implemented
Eastern Cape	196	192	4
Free State	110	110	0
Gauteng	142	142	0
KwaZulu-Natal	184	150	34
Limpopo	**97**	**97**	**0**
Mpumalanga	86	86	0
North West	82	77	5
Northern Cape	91	45	46
Western Cape	150	150	0
TOTAL	1 138	1 049	89

The status of sector policing implementation, provided by the National Co-ordinator Sector Policing, South African Police Service Head Office, Division Visible Policing, is consistent with the findings in the current study.

6.2.1.1 Implementation date according to station commanders of urban and rural stations
All the respondents (100%) indicated that Sector Policing National Instruction 3/2013 was implemented during 2014 at their stations.

6.2.1.2 Implementation date according to sector commanders of urban and rural stations
Most of the sector commanders of urban stations (90%) indicated that Sector Policing National Instruction 3/2013 was implemented during 2014. One sector commander of an urban station reported that Sector Policing National Instruction 3/2013 was received during September 2014 and was implemented in January 2015. All the sector commanders of rural stations (100%) indicated that Sector Policing National Instruction 3/2013 was implemented during 2014.

6.2.2 Level of implementation of sector policing in terms of Sector Policing National Instruction 3/2013
National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013: 3) provides the following minimum standards as criteria for the implementation of *sector policing*:

i. The police station area must be demarcated into manageable *sectors*;
ii. A permanent member must be designated as sector commander to manage and co-ordinate the policing of all crime-related activities in the demarcated *sector*;

iii. The designated sector commander must compile a s*ector profile* for each demarcated *sector;*

iv. *Operational members* and resources must be deployed in accordance with the crime pattern and threat analysis to perform policing duties in the demarcated *sectors* to enhance service delivery; and

v. A s*ector forum* must be established.

The aims and objectives of sector policing are stipulated in National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013: 2). They are as follows:

a.   to prevent crime;

b.   to encourage visible and accessible policing by local police officials;

c.   to improve response times;

d.   to improve investigation;

e.   to establish informer networks;

f.   to bring the police service closer to the local community;

g.   to work in close co-operation with the local community;

h.   to improve interaction between the community and the police service;

i.   to establish partnerships with the community;

j.   to enable the police to understand local problems by identifying and dealing with the underlying causes;

k.   to render a quality service with the support of the local community; and

l.   to improve trust and confidence in the police.

Sector policing primarily impacts on the crime prevention functions of the SAPS. It also impacts on the crime prevention line functions that fall under the command of the station commanders. Sector policing has an impact on the management approach towards crime prevention, especially on how the police structure their formal interaction with the community and utilise their available personnel and logistical resources to support the concept of *sector policing* (Huisamen, 2002: 13).

For sector policing to achieve the above-mentioned aims and objectives and be successfully implemented in the province of Limpopo, provision should be made for allocation of necessary resources such as police officers, police vehicles and other physical means to be used to ensure proper implementation of sector policing in the province. The study conducted by Buthelezi (2012: 81-82) in the province of KwaZulu-Natal emphasises the importance of

managerial monitoring and support in ensuring that this policing policy is successfully implemented.

6.2.2.1 Implementation level according to station commanders of urban and rural stations

A noteworthy number of station commanders of urban stations (80%) reported sufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013. Eighty percent (80%) of the station commanders of rural stations reported insufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013. According to *SAPS Sector policing operational guideline 2015* (SAPS Visible Policing Division, 2015: 38), the dynamics of police stations in South Africa differ so much that some rural police stations are just not able to deploy resources in the same manner as those in urban areas. In some urban police stations, adequate resources are available to deploy dedicated resources to each sector. If adequate resources are not available, members may deploy resources according to the crime pattern and threat analysis.

6.2.2.2 Implementation level according to sector commanders of urban and rural stations

The *SAPS Sector policing operational guideline 2015* describes a *sector commander* as a person that 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 to meet the needs at local level (SAPS Visible Policing Division, 2015: 51).

The sector commander's direct interaction, consultation and engagement with the community in dealing with crime at local level and his or/ her sector policing functions and responsibilities place the sector commander central with regard to the implementation, maintenance, assessment, monitoring and evaluation of sector policing as an operational approach. The findings reflect that the highest number (70%) of sector commanders of urban and rural stations indicated that although implemented, unsatisfactory implementation of sector policing in terms of Sector Policing National Instruction 3/2013 occurred. This group mentioned that specific challenges regarding sector policing prevented adequate implementation of Sector Policing National Instruction 3/2013.

6.2.1   Perception and opinion of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy

Sector policing is an innovative, proactive approach to restructuring how law enforcement agencies conduct their overall crime-fighting strategies, personnel deployment and allocation of resources to improve their effectiveness and efficiency. The change from traditional methods of policing to sector policing creates new demands on every police officer at all levels by requiring enhanced creative thinking and more effective leadership and management skills (Phibbs, 2010: 1). Sector policing uses a divisional structure emphasising decentralised command mechanisms that break down decision-making authority into smaller parts based on predetermined criteria and allows the individuals who have hands-on knowledge of the problems to make decisions. The sectors may be business districts, neighbourhoods with similar characteristics, or simply small geographical areas. This approach creates an organisational structure with overall responsibility and accountability pushed down to the lowest functional unit led by a sector commander. When implemented correctly, this proactive, rather than reactive, philosophy encourages immediate response to problems, provides more opportunity for development and responsibility of the lower ranks, and fosters a spirit of out-of-the-box creativity. Increased employee satisfaction often becomes a welcome by-product (Phibbs, 2010: 2). Sector policing has great potential for law enforcement agencies seeking to provide increased effectiveness in crime-fighting strategies and better development of community relationships, as well as providing opportunities for challenging and developing their officers (Phibbs, 2010: 7; Smith, 2008: 45).

If successful, sector policing can result in the following benefits:

a.   improving the identification of hot crime spots and the root causes of crime at local level;

b.   better use of policing resources according to the needs of a particular sector;

c.   improving visible policing;

d.   allowing for enhanced manageability, given that the precincts will be divided into smaller areas;

e.   more effective and efficient police response to community complaints and emergencies; and

f.   better co-operation between the police and communities at local level to deal with specific crime problems (Maroga, 2003: 14-15).

6.2.3.1 According to station commanders of urban and rural stations

All the respondents (100%) from urban and rural stations were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy. This finding is echoed in the words of SCU 5: "Sector policing is working. With sector policing teams visible and available to the community, crime has been increasingly reported and has decreased in the sectors, for instance, house-breaking has dropped dramatically."

6.2.3.2 According to sector commanders of urban and rural stations

All the sector commanders of urban stations (100%) were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy. Most of the sector commanders of rural stations (80%) were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy. One of the sector commanders of rural stations (20%) regarded sector policing as a valuable operational approach, but emphasised the importance of allocation and deployment of resources to enhance sector policing implementation. Respondent Scr5a explained that sector policing, as a valuable policing strategy, could be more effectively implemented by dividing the station area into smaller more manageable sectors, allocating personnel and vehicles and training of police officers in sector policing. The *SAPS Sector policing operational guideline 2015* stipulates that operational members and physical resources must be deployed in accordance with the crime pattern and threat analysis to perform policing duties in the demarcated sectors to enhance response and service delivery (SAPS Visible Policing Division, 2015: 41).

6.3 DATA INTERPRETATION IN RELATION TO POLICE MANAGEMENT THEORETICAL MODELS

The theoretical framework demonstrates the main philosophical assumptions regarding the matter being studied and shapes the foundation of reasoning about the research field. Applicable theories for the study serve as a framework for the analysis and interpretation of the findings of the study.

As an open system, the organisational structure and activities in the police agency both depend on the internal subsystems and the organisational context. The contingency and institutional theories are particularly enlightening regarding this process. *Contingency theory* describes the task environment of organisations, whereas *institutional theory* details the environment containing the expectations of organisations. Together, the task and institutional environments form the organisational context of police organisations (Wilson, 2002: 17). These environments consist of elements to which police respond in efforts to maximise organisational effectiveness and improve perceived legitimacy. This section identifies specific task and institutional elements encompassed in the context of police organisations and how they tend to impact on sector policing implementation. The data is interpreted in relation to the task and institutional elements of the organisational context for police organisations.

6.3.1 Task elements of the organisational context for police organisations and their impact on sector policing implementation

Contingency theories have identified several characteristics of the task environment that impact on organisations and may be important determinants of sector policing implementation. Data will be interpreted in relation to the following task elements of the organisational context for police organisations, namely the size and age of the organisation as well as the technology of the organisation.

6.3.1.1 Organisation size and age

The study indicates that 80% of the station commanders of urban stations reported sufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013. A high number of station commanders of rural stations (80%) reported insufficient or unsatisfactory implementation of sector policing in terms of Sector Policing National Instruction 3/2013. The rural stations selected for the study were much smaller than the urban stations and were not able to deploy resources in the same manner as the well-established larger stations in urban areas.

The size of a police organisation affects not only its structure, but also its functions and activities. Larger police departments may be better suited to implement service-orientated policing strategies because of a greater pool of resources, while smaller communities may prefer a broader array of functions from the police (Wilson, 2005: 27-28). Older police organisations have more experience to draw upon, which may provide them a greater capacity

to make informed decisions. Therefore, they would choose to organise according to what their experience suggests. To the extent that age has provided experience supporting its likely effectiveness, they may be more supportive of community policing initiatives. Their experience may also have provided lessons on conducting service-orientated activities, which may facilitate constructive pro-active policing implementation (King, 2009: 224; Wilson, 2005: 28-29).

6.3.1.2 Technology of the organisation

All the station commanders of urban and rural stations (100%), all the sector commanders of urban stations (100%) and 80% of the sector commanders of rural stations were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy. The police members selected for the study formed part of a decentralised organisational structure and re-engineered police culture promoting sector policing as a community-orientated crime reduction strategy.

Technology is a contextual dimension representing the set of tools and techniques used to transform organisation inputs into outputs. The output of police organisations is service to the community. The technology of police organisations produces an intangible output that is labour- and knowledge- intensive, customer-orientated, and is immediately consumed. Given emphasis on the customer, service technology requires technical core employees to be close to the customer. This often makes the organisation more decentralised and less formal. Moreover, the employee skills level must be high, particularly for interpersonal relations. The implementation of sector policing as practical manifestation of community policing facilitates increased accessible service delivery to the community. This is consistent with the general proposition of the open-systems framework that consider organisations to be in constant interaction with their context (Marks, 2009: 162; Wang, 2005: 68; Wilson, 2005: 29-30).

Jiao (in Kücükuysal & Beyhan, 2011: 261-262) discusses core issues to realise the goals of community-orientated policing. First, the police must decentralise their organisational structure and shift command responsibility to lower rank levels. It is also important for police departments to establish community-based crime prevention programmes, which involve commitment to the community, external and internal communication and mobilisation of community resources. Community-orientated policing has another important function in terms of the roles of police officers. Jiao suggests that community-based policing initiatives require that police organisations should broaden the scope of the roles of the police officers and engage in more proactive

activities. The underlying philosophy of community-based policing suggests that the role of the police is not law enforcement and the prevention of crime only. Police officers also should maintain order and provide community services in co-operation with the residents of the community.

The philosophy and practice of pro-active policing initiatives require a transformation not just on organisational structures and prosedures, but on the way in which the police think about their role and relationships with the community and how they provide their services. In essence, what is required is a transformation from a millitary culture to a police culture devoted to service ethos (Wang, 2005: 69). *Police culture* refers to the values and assumptions shared by police officers as an exclusive occupation. These shared values and assumptions underpin how officers see the role of the police, their judgement about people, how they relate to each other and how they interact with the public. Police culture also includes special knowledge and skills, ways of thinking and working, rituals and rules, language and vocabulary, sensibility and body language, which police have developed in their work (Chan, 2009: 72). The re-engineering of police culture in accordance with the spirit and aspirations of the constitutional law of South Africa will constribute to the enhanced operationalisation of sector policing as crime-combating strategy.

In conclusion, it appears that sector policing demands a new breed of police officer. This community-orientated strategy grants more freedom and autonomy to line officers, the best candidates will be individuals who can function as true creative, innovative and informed professionals, using time wisely and exercising self-discipline. They must be able to act responsibly, without constant supervision and they must be able to exercise good judgement, consistent with the needs, values and goals of society. This also implies the ability to develop and execute plans aimed at accomplishing realistic and achievable goals (Kappeler & Gaines, 2011: 477-479; Wang, 2005: 74). Sector policing officials who capatalise on the flexibility and autonomy, the hallmarks of this approach, will help to define and refine sector policing in practice. Merely implementing sector policing according to the prescribed guidelines is a far cry from what is expected of each police officer responsible for the operationalisation of the approach. The values and assumptions of the past need to be reinvented and each police officer needs to buy into the the collaborative initiative and dogma of sector policing. Mutual trust and good communication strategies will support this re-engineering of the police culture.

6.3.2 The institutional elements of the organisational context for police organisations and how they impact on sector policing implementation

Institutional theories have identified several elements of the institutional environment that exert influence on organisations and may explain variation in sector policing implementation. Data will be interpreted in relation to region, as institutional element of the organisational context for police organisations.

6.3.2.1 Region

A high number of station commanders (80%) and sector commanders (70%) of rural stations and sector commanders (70%) of urban stations reported insufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013 in their relevant policing precincts. During the interviews, all the participants stated that Sector Policing National Instruction 3/2013 was implemented, but the level of implementation varied significantly. Unique challenges and expectations with regard to sector policing implementation within their policing precincts were reported.

Geographic region may influence the implementation of proactive police strategies to the extent that residents of different regions have different expectations of police activities, thereby exerting different institutional pressures. Public police are caught between two currents. On the one hand, they are expected to expand their knowledge and capacities to meet the challenges of twenty-first-century policing by forging deeper partnerships and by letting go of established notions of public policing. On the other hand, they are under pressure internally, and from the public, to retain and demonstrate that they have the unique skills, knowledge and capacity to own the delivery of policing services (Marks, 2009: 45; Schafer et al., 2012: 240-241; Wilson, 2005: 33).

Police need to have clearly defined and limited functions. This places a responsibility on national governments to develop clearer frameworks for core police functions and roles. Public police have to build their legitimacy with communities through being effective in resolving conflict, investigating crime and being responsive to crimes or problems of disorder that communities identify as significant (Marks, 2009: 164-165).

6.4 GUIDELINE TO ESTABLISH A STANDARDISED UNIFORM APPROACH TO THE IMPLEMENTATION OF SECTOR POLICING

During the study, a noteworthy number of respondents reported important aspects and recommendations with regard to sector policing implementation, which will be included in the following guideline and formulated as key elements for sector policing management. It is the researcher's opinion and suggestion that this sector policing management guideline will be presented and integrated as supplementary to the existing *SAPS Sector policing operational guideline 2015* (SAPS Visible Policing Division, 2015), thereby:

i. enhancing the understanding of a standardised uniform approach to the implementation of sector policing;

ii. providing practical guidelines to station commanders and sector commanders to guide the implementation and maintenance of sector policing as operational approach at police station level in support of institutionalising community policing;

iii. providing different views and perspectives on the implementation of sector policing, noting the specific dynamics that prevail at local level:

iv. managing a reciprocal process of top-down and down-top change management systems to allow the policemen who are actually implementing management instructions such as sector policing to voice their challenges and recommendations. Also top management need to embrace the very instructions they filter down to the lower echelons of the establishment to ensure buy-in and conviction. An organisational culture of sector policing on all levels will enhance a sustainable practise of sector policing in South Africa.

Key elements: Sector policing management guideline

a) <u>Monitoring and evaluation of Sector Policing National Instruction 3/2013:</u>

➢ The national and provincial office must frequently monitor and evaluate the implementation of Sector Policing National Instruction 3/2013 guidelines, thereby determining progress with implementation, detecting implementation problems as early as possible, establishing support and intervention programmes to resolve implementation challenges and problems, assessing the efficiency and effectiveness of sector policing as operational strategy, and learning about what works and what does not work. Best practices should be reported so that police stations can learn from each other.

➢ Cluster commanders, station commanders, operational commanders and sector commanders must be directly involved in the monitoring and evaluation process, monitoring progress on implementation of sector policing, identifying needs and challenges pertaining to

sector policing, evaluating the impact of sector policing and improving service delivery and general efficiency.

➢ A very specific feedback process and communication channel should be developed between police stations, provincial and national level management to meet sector policing implementation needs and challenges immediately.

b) <u>Selection and appointment of sector commanders:</u>

➢ Sector Policing National Instruction 3/2013 and *SAPS Sector policing operational guideline 2015* (SAPS Visible Policing Division, 2015) do not outline a clear criterion or recruitment process for selecting and appointing sector commanders. They do not specify who qualifies to be a sector commander or the rank of that individual or years in service. A recruitment process for selecting and appointing of sector commanders must be formulated and applied.

➢ Sector commanders must be recruited according to a sector commander competency profile.

➢ The sector commander must be an experienced, knowledgeable police officer. He or she must be creative and community orientated, committed, hard-working and passionate about his or her work. Being a sector commander must be a honour and not a punishment.

➢ Sector commanders must preferably reside in the sectors where appointed as sector commanders. During this study, sector commanders residing within the areas where they were appointed as sector commanders, reported, improved and enhanced relationships and functioning which included:

i.   the more effective prevention of the occurrence of crime;
ii.   visible and accessible policing by known, local police officers;
iii. crime reporting, reaction time and investigation of crime;
iv.   the establishment of informer networks;
v.   swift effective policing services to the local community;
vi.   co-operation with the local community;
vii. the interaction between the community and the SAPS members residing in the specific area;
viii. police knowledge of local problems by identifying and dealing with the underlying causes;

ix.   delivery of quality service with the support and approval of the local community;

x.   trust and confidence in the police.

c) <u>Roles and functions of sector commanders:</u>

➢ Sector commanders' role and functions should reflect sector-policing activities; this will ensure that sector-policing activities are not abandoned in favour of reactive police activities.

➢ Sector commanders have various responsibilities, tasks and functions and must adhere to instructions from station management and operational commanders. Sector commanders' role, functions and duties must be clearly defined (SAPS Sector policing operational guideline, 2015: 51).

d) <u>Sector policing and skills development training:</u>

➢ Sector policing and skills development training must be provided to all police officers responsible for sector policing implementation. Police officers should be trained on problem-solving, decision-making, communication, facilitation, planning, presentation, public relations and team management.

➢ All the police members at the stations must be knowledgeable regarding sector policing; this will contribute to better service delivery to the community. Sector Policing as a subject must be a significant part of basic training. Currently, it forms a minor fragment of basic training.

➢ The role of a sector commander is far deeper than managing and co-ordinating a sector; it encompasses that of an ambassador for the SAPS. Therefore, training and recruiting the right people is imperative. A once-off two-day training programme is not an answer and definitely not empowering. It is essential to have on-going training for sector commanders and sector teams. Also sector policing should hold the same status as being a detective. As it stands many police officers not part of a sector team deem sector policing as a lower status endeavour and a punishment. It is not regarded as "real" policing.

➢ Police members must attend sector policing training workshops and in-service training at their stations. Operational guideline documents must be presented and interpreted to the members. Sector policing must become an operational language and process.

➤ Community structures and members must be informed and trained with regard to sector policing implementation and the role, functions, responsibilities and importance of sector policing forums. The police must embark with the community on ways to improve sector policing and prevent and combat crime effectively. The findings of Bezuidenhout (2011: 13-23) during Era 2 echo this need. In this study Bezuidenhout (2011: 13-23) found that the community members did not know what sector policing entailed.

e) Support structures for sector commanders:

➤ There should be support structures in place for sector commanders; this can be in the form of supervision or mentoring services.

➤ A people-based transfer mechanism must be applied to transfer tacit knowledge from experienced employees. Mentors/supervisors must provide training, advice, guidance and support to sector commanders. Also top management can consider at least one directorial mobile sector policing unit who visit all the police stations in the relevant province at least twice year to ensure that station and sector commanders are supported and directed with regard to sector policing.

f) Provision of necessary resources to ensure proper implementation of sector policing:

➤ Provision must be made in the police budget to ensure allocation of necessary resources such as police officers, police vehicles and equipment to be used to adequately implement Sector Policing National Instruction 3/2013. Sector policing as crime prevention and crime-combating strategy can only be successful when adequately budgeted for, funded and resourced.

➤ Police stations in remote rural areas experience other challenges than stations in urban areas and resources must therefore be allocated accordingly. A thorough needs assessment and an on-going effort to deal with challenges in the rural areas could resolve many frustrations and enhance policing in general. The suggested directorial mobile sector policing unit will be in an ideal position to identify these needs and convey it to provincial and national management for immediate action. Specific contingency plans also need to be in place to support underperforming stations or areas.

➢ Trained sector policing teams with permanent members, selected and recruited according to appointment guidelines, must be established. Personality tests and profiling should be considered as they have responsible functions (vetting).

➢ Specific permanent members must always be appointed with the sector commander as part of the sector policing team. This provides the opportunity for the sector team to familiarise themselves with the sector profile and the community in that sector.

➢ Appropriate equipped vehicles and equipment (e.g. satellite tracking) must be provided in order to sufficiently police and patrol policing precincts and demarcated sectors, especially in remote areas.

➢ Mobile reporting points must be available at the villages and in towns where the communities can report crimes and complaints. Some community members do not have transport and find it difficult to reach the police stations. Members responsible for the mobile reporting points (satellite stations) can form part of the sector commander's teams. Suitable reliable communication equipment should be available to ensure direct communication with the police station or other role-players.

g) Internal and external structures and resources:

➢ Internal structures and resources must be utilised, for example, police members from the client service centre, visible policing units, crime prevention units, detectives, sector commanders, operational commanders and shift commanders must provide assistance and support to the sector commander experiencing crime problems and tendencies in his or her sector.

➢ Sector commanders must make use of the Station Crime-Combating Forum meetings to report on crime patterns and challenges in their sectors and provide feedback on operations conducted. Internal structures can attend to the sector's crime prevention needs by allocating resources and integrating services to ensure effective service delivery.

➢ The police members must adhere to the commands of the sector commander even if he or she has a lower rank than other officers. In sector policing, the skills and knowledge of the person should weigh more than the value that is ascribed to a higher rank.

➢ External structures and resources must be utilised, for example, community policing forums, sector policing forums, rural safety structures, neighbourhood and farm watch groups, street committees, traditional leaders, churches, schools, business against crime organisations, private security companies and local government departments.

➢ The appointment and utilising of trained police reservists will enhance the operationalisation of sector policing.

➢ The sector commander should identify internal resources within the police station as well as external resources within the community to collectively plan, implement, co-ordinate and monitor crime prevention and crime-combating operations.

h) <u>Demarcation of sectors:</u>

➢ The policing area must be divided into manageable sectors. A thorough analysis of the available resources (human and logistical), demographic characteristics of the community served, large geographical areas with increase in population growth, development, deteriorating socio-economic circumstances and crime rate in the police station area/precinct must be taken into consideration.

➢ In an attempt to counteract the development of isolation among the sectors, time should be set aside for cross-sector meetings, where all sector managers come together to discuss problems, crime hot spots and help each other find solutions. This will also help in situations whereby an identified crime hot spot fall within the jurisdiction of two or more sectors. Sector forum meetings should be held in different areas and venues in the sector to ensure maximum community engagement.

i) <u>The concept of *sector policing* must be well understood and supported by police officials and the community:</u>

➢ For sector policing to be a sustainable policing approach, police managers and officers have to understand it within the broader context of community policing and crime prevention, moreover, as a core function of police work rather than a mere crime prevention programme or an unnecessary add on to an already overburdened police service..

➢ Sector policing as approach must be adapted to each police station and community's unique profile.

➢ An important feature of sector policing policy in South Africa is the need for the policy to cater for a variety of diverse areas. In particular, the implementation of sector policing in some parts of rural South Africa is likely to generate interesting challenges and results. Rural safety has been a police priority in recent years, with escalating levels of violent crimes being recorded in some areas. The purpose of the Rural Safety Strategy 2011-2014 implementation document is to provide practical guidelines to provincial, cluster and police station level, to support the smooth implementation and roll-out of the rural safety strategy. The Rural Safety Strategy 2011-2014 aims to enhance accessibility to policing, improve service delivery to the rural community and create a safe and secure rural environment. This integrated and multidisciplinary approach mobilises the rural community in the prevention of crime in an effort to reduce serious crimes in rural areas, including acts of violence on farms and small-holdings to support food security and reduce stock theft. The rural safety strategy also ensures that resources are mobilised to react to crimes in the rural communities in a similar manner as in urban areas (SAPS Visible Policing Division, 2012: 4-5). Based on the concept of *sector policing,* the rural safety strategy adopts a multidisciplinary operational approach that provides for a proactive capacity, supported by a rapid reaction capacity, as well as a professional investigation capacity (SAPS Visible Policing Division, 2012: 13-14). According to the study conducted by Twala and Oelofse (2013: 33), rural safety depends to a considerable extent on the effectiveness of sector policing.

➢ Police officers as well as the community must be dedicated to make sector policing work. Sector Policing National Instruction 3/2013 theory must become a reality.

➢ Police members are positive, enthusiastic and willing to implement sector policing, but need to be supported by the community, provincial and national office.

➢ The sector commanders together with all members of the police station, other government and municipal role-players, private security, the community and non-government organisations are all responsible for their relevant sectors. Crime is not only the sector commander's responsibility, but the responsibility of everyone at the station and in the community.

6.5 ACHIEVEMENT OF THE OBJECTIVES OF THE STUDY

The goal of the study was to undertake a research project to determine the perceptions of South African Police Service officers responsible for implementing sector policing at their stations in the Limpopo province according to Sector Policing National Instruction 3/2013 guidelines. The achievement of the objectives of the study, as set out in Chapter 1, will be discussed in the next section.

6.5.1   Level of implementation of sector policing in Limpopo in terms of Sector Policing National Instruction 3/2013

The first objective of the study was to determine the level of implementation of sector policing in Limpopo in terms of Sector Policing National Instruction 3/2013. The researcher is of the opinion that this objective was achieved, because a noteworthy number of station commanders of urban stations (80%) reported sufficient implementation levels of sector policing and a high number of station commanders (80%) and sector commanders (70%) of rural stations and sector commanders (70%) of urban stations reported insufficient implementation levels of sector policing in terms of Sector Policing National Instruction 3/2013 in their policing precincts. Therefore, respondents indicated the level of implementation of sector policing in terms of Sector Policing National Instruction 3/2013 and stated the challenges preventing police officials from adequately implementing Sector Policing National Instruction 3/2013.

6.5.2   Perceptions by station commanders of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in their relevant policing precincts

The second objective of this study was to determine the perceptions by station commanders of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in their relevant policing precincts. The researcher is of the opinion that this objective was achieved, because the perceptions by station commanders of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in their relevant policing precincts, were obtained. All the station commanders of urban and rural stations (100%) stated that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy.

6.5.3 Perceptions by sector commanders of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in their relevant policing precincts

The third objective of the study was to determine the perceptions by sector commanders of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in their relevant policing precincts. Because the perceptions by sector commanders of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in their relevant policing precincts, were determined, the researcher is of the opinion that this objective was achieved. All the sector commanders of urban police stations (100%) and most of the sector commanders of rural police stations (80%) stated that sector policing, as defined by Sector Policing National Instruction 3/2013, was a pro-active partnership policing approach and a crime reduction strategy. Two of the sector commanders of rural police stations (20%) were of the opinion that sector policing, as defined by Sector Policing National Instruction 3/2013, was a valuable policing approach, but emphasised and stipulated the conditions for implementation of sector policing. Respondent Scr3a and Scr5a regarded sector policing as an effective crime reduction strategy that could be improved and strengthened by human and physical resources, the training of police officers and the demarcation of station areas into smaller more manageable sectors.

6.6 VALUE OF THE STUDY

Although the idea of *sector policing* as a policing approach in South Africa is more than a decade old, it only recently became an official instruction to implement sector policing at police stations (Bezuidenhout, 2011: 6). Sector policing by now should have been officially implemented at all police stations in South Africa in terms of Sector Policing National Instruction 3/2013 (Smit, 2013). It was important for the researcher to ascertain whether sector policing succeeded, in what way station commanders and sector commanders adhered to the National Instruction 3/2013 guidelines pertaining to the implementation of sector policing and how police officers responsible for sector policing in their police stations perceived the implementation process of sector policing in Limpopo since the directive of the Sector Policing National Instruction 3/2013 has become official. The assessment study, requested by Division: Visible Policing of the SAPS (Smit, 2014), determined the level of implementation of sector policing in Limpopo in terms of Sector Policing National Instruction 3/2013 and the perceptions by station commanders and sector commanders of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in their relevant policing

precincts. It is the researcher's notion that the scientific findings will be valuable for future planning purposes, and will be disseminated in scientific research journal articles, chapters in books and training material.

In South Africa, there is a general lack of research on sector policing and more specifically research covering the Era 3 time frame (this study was the first research conducted on the implementation of sector policing in terms of National Instruction 3/2013 on Sector Policing in South Africa in general and Limpopo in particular). Despite it having been introduced as a post-1994 crime reduction strategy, its successes and failures have not been satisfactorily recorded. Taking into consideration the period since sector policing has been introduced to South Africa's policing environment, it becomes important to take stock of what has happened and what has been achieved. If not, the knowledge and insights gained will become increasingly fragmented and inaccessible. Moreover many people confuse community policing research with research pertaining to sector policing. Although the two concepts are intertwined, *sector policing* is not *community policing*. This research purely focused on the implementation process of sector policing and the perceptions by police officers of the implementation process as depicted in Sector Policing National Instruction 3/2013. It was not a study about community policing.

The recording of the implementation process, successes and failures as well as perceptions by police officers in this regard was helpful in constructing best practices that might be used by provinces and police stations countrywide. The findings might lead to further research that could probe the relationship between the variables resulting in such failures or successes. The study contributed to new knowledge by describing progress made since the official inception of sector policing in South Africa, which ultimately increased literature on the topic and the body of knowledge on sector policing.

The *Annual Performance Plan 2014/2015 of the South African Police Service* (SAPS Strategic Management, 2014: 3) as well as the Division: Visible Policing of the SAPS expressed the need for an assessment study that could determine whether sector policing has been implemented in terms of Sector Policing National Instruction 3/2013. They also stated that scientific findings regarding the perceptions by police officers of the official implementation process would be valuable for future planning purposes (Smit, 2014). In view of the findings, best practices and recommendations were formulated on how to overcome challenges that may be faced in the implementation of sector policing. Therefore, the study formed part of a monitoring and

evaluation framework in order to contribute to the enhanced operationalisation of sector policing.

6.7 LIMITATIONS OF THE STUDY

The following limitations were identified during the research:

- While there is some South African research regarding sector policing, there is not enough research on sector policing, and more specifically research covering the Era 3 time frame, for it to be regarded as significant. Therefore, the researcher had to rely on international sources, media reports, official documents and expert opinions.

- The research was conducted shortly after the implementation date of Sector Policing National Instruction 3/2013. A comprehensive and in-depth longitudinal study could be considered by the SAPS. Because only 10 police stations in Limpopo were selected as a sample, it is acknowledged that the sample and data collected cannot be representative and generalised. It is generally accepted that the larger the sample, the greater the accuracy. Respondents were drawn from the operational population with the aim of including significant categories and dimensions of operational police officers who have been tasked with sector policing in their designated precincts. The aim was not to generalise, but merely to indicate which variables played a role regarding the implementation of sector policing and the perceptions regarding the value of sector policing as a crime reduction-strategy.

- Interviewing respondents were costly, time-consuming and required careful preparation and professional conduct. The researcher had to take steps to counteract the disadvantages associated with the data-gathering technique in the context of the intended study. Furthermore, the study relied on participants' willingness to share and their subjective perceptions and experiences with regard to their lived worlds.

6.8 RECOMMENDATIONS FOR FUTURE STUDIES

Based on the literature review and the findings of the current study, the need for further research in the following fields was identified:

- an investigation into the challenges pertaining to the implementation of Sector Policing National Instruction 3/2013. Interviews should be conducted with station commanders and

sector commanders of urban and rural police stations as well as community structures with regard to the challenges they experience and how they resolve the identified challenges;

- research on how police management, capacity and resources could be improved to resolve sector policing challenges and needs;

- an explorative study regarding the selection and appointment of sector commanders. The researcher regards this recommendation as essential, especially because sector commanders with unique characteristics must manage and co-ordinate all crime-related activities in the demarcated sectors and interact with the community;

- an investigation into the appointment, role, functions and impact of mentors/supervisors providing training, advice, guidance and support to sector commanders. During the study, the researcher noticed the need of sector commanders for supervision and a people-based transfer mechanism to be applied to transfer tacit knowledge from experienced employees;

- an explorative study regarding the impact and value of sector commanders residing within appointed demarcated sectors. During the study, sector commanders residing within the areas where they were appointed as sector commanders reported improved and enhanced policing services to the local community;

- an explorative study to determine whether the guidelines and recommendation, discussed and proposed in Section 4 of this chapter, will do the following:

a) enhance the understanding of a standardised uniform approach to the implementation of sector policing;

b) provide practical guidelines to station commanders and sector commanders to guide the implementation and maintenance of sector policing as operational approach at police station level in support of institutionalising community policing;

c) provide different views and perspectives on the implementation of sector policing, noting the specific dynamics that prevail at local level.

6.9 CONCLUDING THOUGHTS

To successfully implement sector policing changes are needed in the policing organisation. Changes in the structure, culture, strategy and management are necessary to facilitate sector policing (Smith, 2008: 73). The sector policing policy is based on the appointment of sector commanders charged with the practical implementation of community policing. This includes consultation with residents and other key local role-players such as private security, local municipalities, schools, business and churches, the identification of crime problems, their causes and possible solutions as well as the co-ordination of safety and security projects in sectors. Pressure on police resources necessitates the principles of flexible deployment and joint response to shared problems. If the "new" sector policing dogma as mandated by National Instruction 3/2013 releases the kind of creative energy displayed by the station commanders and sector commanders interviewed during this study, and encourages police members to work more closely with the people they serve, it will most probably provide a useful new framework for maximising joint resources and improving overall service delivery.

Community oriented policing commentators and analysts agree that the endurance of sector policing as a platform in the community policing strategy will depend upon the extent to which it becomes both philosophically and operationally integrated with routine police operations. Previous attempts to introduce innovative change in police organisations, for example community policing as a community oriented policing strategy, have failed to endure in most parts of the country primarily because it has not been well understood by police executives that supportive structural changes are essential to institutionalising behavioural change (Fourie, 2001: 99; Williams, 2003: 120). Police departments that implement the program components of sector policing without the structural changes required, will lack the appropriate infrastructure to support this policing initiative, and will maintain or eventually revert to more traditional forms of policing. Structural changes must be made in both organisation and management to successfully implement sector policing. In recent years police departments across the country have struggled in their efforts to embrace the philosophy of community oriented policing within the traditional organisational structures employed for the past six decades. The result, the current police structure have become fundamentally out of sync with the technology and liberal changes in the organisation.

Historically, studies of the human dynamics of organisations offer compelling evidence that the structure of organisations is a major determinant of employee behaviour. Adopting organisations have learned that through proper structure and design, resistance to change as an obstacle to

sector policing reform could be adequately addressed. If structural supports are provided for behaviours that have proven effective for achieving sector policing goals, the organisation becomes flexible and dynamic. Restructuring for sector policing initiatives must be a self-designing, creative and evolving process because the problems in any given community are unique.

If innovative changes that challenge the principles, philosophy, and values of the fundamental deep structure and culture of traditional policing are to succeed, they must become the operating philosophy of the entire organisation. The structure of an organisation is determined by, and anchored to, the organisation's mission. The South African Police Service mission together with its vision and set of core values provide the foundation for effecting the behavioural changes necessary to institutionalise sector policing. The organisational structure required to support sector policing evolves from the process of translating the stated mission into practice. Presently the many SAPS members are somewhat in a conundrum as some police champions want to adapt to the so called shoot to kill dogma that was propagated by the previous police commissioner Bheki Cele while head office expects them to become community orientated and to implement sector policing. This paradox is probably the biggest implementation challenge to sector policing.

Police executives must be aware that, unlike the traditional policing model, sector policing is dynamic and all encompassing. Implementing sector policing strategies is a process, not an event such that the problem-solving strategies will need to change as service demands change. A total integration of sector policing and an inherent desire to integrate sector policing on every level of normal police operations reduces the risk that, like other past attempts at reform, sector policing will fade gradually as a function of non-management and non-acceptance until the organisation has returned to business as usual. Sector policing is a progressive step towards institutionalising the flexibility that will enable modern police organisations to continue to align their operations with changing social conditions and demands. The convergence of solid values, a clearly defined vision, and a clearly expressed mission along with an empowered and enabled network of creative, skilled and principled members of the police service are likely a recipe for future transformation success. Sector policing is now on the police agenda and should get the full support from politicians, leadership at head office and the policing structure in general. If every police officer and community member does not buy into this policing approach it will fail dismally like community policing. We need to go back to the basics of policing and foster

partnership between the police and other role players, including other government departments, especially local government, NGO's and the community. New innovative ideas and partnerships could contribute to enhanced community oriented policing and crime management in South Africa. Sector policing can be the basis for community safety forums where all the role players meet and address every aspect of that relevant community at least bi-monthly. Individuals representing the different role players need to have a mandate to make decisions on grassroots level to speed up problem solving. Only then will the trust between the police and the community be mended and will sector policing blossom.

As a social scientist it was important for me to explore and understand the dynamics of the station commander and sector commander's world with regards to sector policing implementation. The study has pointed out the perceptions of police officials tasked with the implementation of Sector Policing National Instruction 3/2013 in Limpopo province. The respondents spontaneously reported the challenges they experience in this regard and the actions they have taken to address sector policing implementation challenges. During the interviews, the respondents projected their creative thoughts, elaborated on the practical implementation of sector policing and made suggestions with regards to sector policing challenges. Their voices have been captured in this study.

The high level of frustration and powerlessness they experience due to limited human and physical resources were prevalent but did not prevent them from implementing Sector Policing National Instruction 3/2013 with a unique and individualistic approach. The respondents were all positive about sector policing as a community policing strategy and reflected on the successful integration of internal (police) and external (community) resources. The involvement of rural and urban communities and the sector commander's enthusiasm and passion during sector policing initiatives were overwhelming. The response from respondent Scu 1b encapsulates this: "Sector policing brings the policeman closer to the community he serves. As the community's trust grows towards their sector commander, the more the community reports crime and problems contributing to crime. The community are the policeman's ears and eyes. With the help of the sector commander the community develops crime prevention related initiatives. During the past ten years my relationship with the community has grown enormously. I go to work with a purpose, namely to create a safer environment together with the community I serve. I am completely dependent on the community for information and support. I had to learn to treat the community with empathy and empower the community with knowledge regarding crime".

A minimum resource requirements and maintenance/monitoring plan to detect and address unique rural and urban implementation challenges, need to be formulated and implemented. Vast rural areas being policed and patrolled need to be geographically demarcated into smaller more manageable zones and police stations situated in these areas equipped with an adequate amount of suitable vehicles and specially trained police officials. Sector policing marketing campaigns need to be launched, providing sector policing information to all communities thereby enhancing understanding and support for this innovative policing approach. The marketing strategy need to be a macro sized longitudinal project to ensure that sector policing needs to become a household name in South Africa and citizens need to be empowered to deal with crime in conjunction with the SAPS and community structures. A political will and a sustainable drive from police management should endorse this policing strategy and all forms of media should be utilised in the permanent establishment of sector policing. Only if every citizen in South Africa knows what sector policing entail can sector commanders and sector policing teams interact, consult and engage with the community in addressing crime at local level in innovative ways. The sector commander must act with authority and as a catalyst and police-community relations specialist to activate and involve people in efforts to become aware of their own safety and security and participate in tailor-made programmes to address crime problems at local level.

During the study the researcher came in contact with an energetic and enthusiastic generation of police officials, faced with the challenge of policing a notorious violent society against the backdrop of a human rights ethos. In my opinion, and in the opinion of the respondents, sector policing is the only style of policing to address this challenge. Respondent SCR4 stated in this regard: "Sector policing is valuable. Police members working in their sectors attend to complaints quicker. Crime declines because of police visibility and presence in sectors. With the necessary resources we will be able to do sector policing, we want to do sector policing".

The successful implementation of Sector Policing National Instruction 3/2013 depends upon the structure, culture, strategy and management of the SAPS, the station commanders and sector commander's vision, passion and enthusiastic community-centred approach and the communities support and active participation in addressing the underlying factors contributing to crime as well as the fight against crime. Proper implementation and support of sector policing on all levels could become the resolve to the current crime problem in South Africa.

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NATIONAL INSTRUCTION 3 OF 2013
SECTOR POLICING

1.   Background

The purpose of this Instruction is to provide minimum standards to regulate the implementation of *sector policing* in the Service.

Sector policing is a policing approach to support the implementation of the philosophy of community and partnership policing, by dividing a policing area into smaller manageable sectors to improve community interaction.

2.   Definitions

In this Instruction, unless the context indicates otherwise, —

(a)   *"CPF"* means a Community Police Forum established in terms of section 19(1) of the South African Police Service Act, 1995 (Act No 68 of 1995);

(b)   "*operations commander*" means a member designated by the relief commander to take command and control of *operational members* for the duration of a shift;

(c)   *"operational deployment"* refers to the deployment of *operational members* to render the necessary services to the community in the demarcated *sectors*, including police patrols, crime prevention activities and responding to complaints;

(d)   *"operational members"* means any member of the Service referred to in section 5(2) of the South African Police Service Act, 1995 (Act No. 68 of 1995) who performs operational duties;

(e)   "*Operational support commander*" means a member designated by the station commander to take control of all the operational support functions such as court services, firearm - liquor - and second-hand goods services, exhibit management, crime prevention and sector commander(s);

(f)   "*SCCF*" means the Station Crime Combating Forum;

(g)   "*sector*" means a geographical area within a police station's area determined in accordance with this Instruction;

(h)   "*sector commander*" means a permanent member designated by the station commander to manage and coordinate all crime-related activities in the demarcated *sector* and to act as liaison between the community and the police;

(i)   *"Sector Forum"* means a forum established in a demarcated *sector* to support community participation in the prevention of crime;

(j)   "*sector policing*" means a policing approach that adopts a decentralised and geographical approach to policing by dividing a station area into manageable *sectors* to improve effective policing, service delivery, community involvement and interaction through partnership policing;

(k)   "*sector profile*" means a planning tool that is used to provide direction to the *sector commander* to identify the demographical and geographical information, the needs, concerns, perceptions and abilities of a community within a *sector* in respect of crime-related matters;

(l)   "*sector report*" means an operational report compiled by the *operations commander* and *operational members* after every shift; and

(m)   *"relief commander"* means a member performing the duties referred to in Standing Order (General) 256.

3.   Objectives of sector policing

The aims and objectives of s*ector policing* are to —

(a)   prevent crime;

(b)   encourage visible and accessible policing by local police officials;

(c)   improve response times;

(d)   improve investigation;

(e)   establish informer networks;

(f)   bring the police service closer to the local community;

(g)   work in close cooperation with the local community;

(h)   improve interaction between the community and the police service;

(i)   establish partnerships with the community;

(j)   enable the police to understand local problems by identifying and addressing the underlying causes;

(k)   render a quality service with the support of the local community; and

(l)   improve trust and confidence in the police.

4.   Command and control

(1)   The Divisional Commissioner: Visible Policing must set minimum standards and operational guidelines for *sector policing* and monitor the functioning of *sector policing* at all police stations.

(2)   The Provincial Commissioner has overall command and control of *sector policing* in the province.

(3)   The Cluster Commander must ensure that all the stations in his or her cluster, implement *sector policing*.

(4)   The Station Commander has overall command of all *sector policing* activities in his or her station area.

(5)   The Commander: Visible Policing at a police station has overall operational command in the demarcated sectors in the station area.

(6)   The O*perational Support Commander* must ensure that every *sector* commander manage and coordinate all crime-related matters in his or her demarcated *sector*(s).

(7)   The *Relief Commander* must, subject to the direction of the station commander or the Commander: Visible Policing at a police station, —
     (a)   brief and post *operational members* in the demarcated *sectors;*
     (b)   debrief *operational members* after every shift; and
     (c)   ensure that a complete, consolidated *sector report* from the *operations commander* is available.

(8)   The *Operations Commander* must take control of all operational policing activities in the *sectors* during a shift, and report directly to the relevant *relief commander*.

5.   Criteria for implementation

The following minimum standards are set as criteria for the implementation of *sector policing*:

(a) the police station area must be demarcated into manageable *sectors*;

(b) a permanent member must be designated as sector commander to manage and coordinate the policing of all crime-related activities in the demarcated *sector*;

(c) the designated sector commander must compile a s*ector profile* for each demarcated *sector;*

(d) *operational members* and resources must be deployed in accordance with the crime pattern and threat analysis to perform policing duties in the demarcated *sectors* to enhance service delivery; and

(e) a s*ector forum* must be established.

6.   Demarcation of sectors

(1)   After consultation with the station management, the station commander must divide his or her station area into manageable *sectors*.

(2)   The station area must at least be divided into two *sectors*.

(3)   The following factors must be taken into account in demarcating the *sectors*:

Criteria	Description
Resources	This includes the available human and physical resources at the police station to address the policing needs of the *sector*.
Geographical size and topographical features	A *sector* must be of a manageable size and must, as far as is reasonably possible, be aligned with the CAS blocks, municipal wards, magisterial boundaries, mountain ranges, rivers, etc.
Infrastructure	This includes the road infrastructure, bus routes, taxi routes and terminals, main roads, railway lines, medical facilities, military bases, the presence of a municipal police service/ traffic police, etc.
Demographic features	This includes whether an industrial, residential or business area, farms, small holdings, villages or recreational areas, etc are located in the station area.
Community profile	This includes the population size and cultural diversity (chiefdoms, indunas and tribal offices) of the area. Also note any interest groups in the community with extraordinary or specific policing needs.

7. Designation of a sector commander

(1) The station commander must, after consultation with the station management, designate a suitable member as *sector* commander to manage and coordinate the policing of all crime-related activities in the *sector*.

(2) The sector commander must perform the following liaison functions:
(a) coordinate all policing activities in the demarcated *sector(s)* in consultation with his or her commander at police station level;
(b) 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;
(c) interact with the community in order to ensure participation in crime prevention initiatives in the demarcated *sector(s)*;
(d) compile and maintain the *profile* of the *sector(s)*;
(e) facilitate the establishment and functioning of a s*ector forum;*
(f) attend s*ector forum* meetings in the demarcated *sector(s)* which relate:

(i) to crime prevention and social issues affecting the community;
(ii) identify community needs and concerns at *sector* level; and

(iii)   provide information with the assistance of the liaison team at the meeting on crime tendencies in the *sector* and propose measures to address these tendencies; and

(g)   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.

8. Compiling a sector profile

(1)   The sector commander(s) must, in consultation with the member responsible for gathering crime statistics at the station, compile a *sector profile* for each demarcated *sector* by using the station profile as a basis.

(2)   The following information must be included in the *sector profile:*
    (a)   the establishment of the *sector* at the police station;
    (b)   the infrastructure and population;
    (c)   the identified stakeholders;
    (d)   crime trends;
    (e)   socio-fabric factors; and
    (f)   existing partnership programmes or projects.

(3)   A *sector profile* must be reviewed at least quarterly to provide for changes that may occur in the demarcated *sectors*.

9. Deployment of operational members

(1)   A *relief commander* must, in cooperation with the Commander: Visible Policing, post *operational members* in the demarcated *sectors* to render policing services to the community, including police patrols, crime prevention activities and responding to complaints.

(2)   Reservists must, if available, be used as force multipliers to supplement permanent *operational members*.

(3)   The posting of *operational members* must be in accordance with the *SCCF* tasking and take account of the crime pattern and threat analysis.

10. Establishment of a sector forum

(1)   A *sector forum* must be established for each demarcated *sector* to enhance interaction between the police and the community in order to jointly address safety and security issues in the *sector*.

(2)   The *CPF* may be used to facilitate the establishment and effective functioning of a *sector forum.*

(3)   The station commander must ensure that regular meetings are   held by the *Sector Forum* and the minutes are kept and distributed to all role players.

11.   Monitoring and evaluation

(1)   Provincial Commissioners must ensure that s*ector policing* is established at every station in his or her province, in accordance with the minimum criteria determined and monitor the implementation thereof.

(2)   The Division: Visible Policing will be responsible for monitoring the level of implementation of *sector* policing in all the provinces and measure the impact of *sector policing* regularly to establish its sustainability, and address identified challenges.

APPENDIX Bi

G.P.-S. 002-0222

SAP 21

SUID-AFRIKAANSE POLISIEDIENS

SOUTH AFRICAN POLICE SERVICE

Privaatsak /Private Bag   XI84

Reference Nr Verwysing	3/34/2
Navrae Enquiries	Col J Schnetler Lt-Col GJ Joubert
Telefoon Telephone	012-393 3177/3116
Faksnommer Fax number	012-393 3176

STRATEGIC MANAGEMENT COMPONENT
HEAD OFFICE
PRETORIA

The Provincial Commissioner
LIMPOPO

(Attention: Brig Naicker)

RE: RESEARCH REQUEST: AN OVERVIEW OF SECTOR POLICING IMPLEMENTATION PROCESS IN THE LIMPOPO PROVINCE: MASTER CRIMINOLOGY: UNIVERSITY OF PRETORIA: RESEARCHER: MRS RHONA VAN NIEKERK

1.   The research request of Mrs Rhona van Niekerk, pertaining to the above mentioned topic, refers.

2.   The aim of the research is to investigate the manner in which sector policing was implemented in five rural and five urban police stations in Limpopo, according to National Instruction 3/2013, in addressing crime pro-actively. (see proposal attached)

3.   A total sample of ten stations in the Limpopo Province will be selected for the study, five urban and five rural. Ten station commanders and 20 sector commanders will be included in the study. Research information will be obtained through semi-structured one to one interviews.

4.   The proposal was perused according to National Instruction 1 of 2006 by this office and it is recommended that permission be granted for the research subject to the final approval and further arrangements by the office of the Provincial Commissioner: Limpopo, and that the undertaking be obtained from the researcher prior to the commencement of the research that —

4.1.   the research will be at his/her exclusive cost;

4.2   she will conduct the research without any disruption of the duties of members of the Service and where it is necessary for the research goals, research procedure or research instruments to disrupt the duties of a member, prior arrangements must be made in good time with the commander of such member;

4.3   the information will at all times be treated as strictly confidential;

4.4.   she will donate an annotated copy of the research work to the Service and

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

RE: RESEARCH REQUEST: AN OVERVIEW OF SECTOR POLICING IMPLIMENTATION PROCESS IN THE LIMPOPO PROVINCE: MASTER CRIMINOLOGY: UNIVERSITY OF PRETORIA: RESEARCHER: MRS RHONA VAN NIEKERK

4.5   the researcher should bear in mind that participation in the interviews must be on a voluntary basis.

With kind regards,

_____MAJOR GENERAL
HEAD: STRATEGIC MANAGEMENT
M MENZIWA

Date: 2014/05/20

APPENDIX Bii

SUID-AFRIKAANSE POLISIEDIENS   SAP 21

SOUTH AFRICAN POLICE SERVICE

Verwysing Reference	2/1/2/1(08/2014)
Navrae Enquiries	Col Mashile Major Montjane
Telefoon Telephone	015 290 6090/ 6202
Faksnommer Fax number	015 230 1023

PROVINCIAL COMMISSIONER
SOUTH AFRICAN POLICE SERVICE
POLOKWANE
LIMPOPO

Mrs Rhona van Niekerk
PO Box 2671
MODIMOLLE
0510

AUTHORITY TO CONDUCT RESEARCH: AN OVERVIEW OF SECTOR POLICING IN LIMPOPO PROVINCE: RESEARCHER: RHONA VAN NIEKERK

1.   Your application for authority to conduct research dated 20-05-2014   refers.

2.   Authority is therefore granted with conditions that such research is conducted within the given scope and further that:

   - the research will be at your exclusive cost
   - the research will be conducted without any disruption of the duties of members of the service and where it is necessary for the research goals, research procedure or research instruments to disrupt the duties of a member, prior arrangements must be made in good time with the commander of such member
   - the information will at all times be treated strictly confidential
   - you will donate an annotated copy of the research work to the service

3.   The National Instruction 1/2006 on research in the SAPS should be referred to for necessary guidance.

.........................LIEUTENANT GENERAL
PROVINCIAL COMMISSIONER
LIMPOPO PROVINCE
SF MASEMOLA

DATE   2014 -05- 2 7

APPENDIX Biii

G.P.-S. 002-0222

SAP 21

SUID-AFRIKAANSE POLISIEDIENS

SOUTH AFRICAN POLICE SERVICE

Privaatsak/Private Bag   X94

Reference Nr Verwysing	3/34/2	**STRATEGIC MANAGEMENT COMPONENT**
Navrae Enquiries	Lt-Col GJ Joubert	**HEAD OFFICE**
Telefoon Telephone	012-393 3118	**PRETORIA**
Faksnommer Fax number	012-393 3178	

Ms Rhona van Niekerk

RE: RESEARCH REQUEST: CHANGE OF TITLE: MASTERS STUDY: CRIMINOLOGY: UNIVERSITY OF PRETORIA: RESEARCHER: MRS RHONA VAN NIEKERK

1. Your approved research study, pertaining to the above mentioned topic, refers.

2. Your request to use different wording in the title of your study refers. You have indicated that the changed title will reads as follows: **The Perceptions of police officials in the Limpopo province regarding the implementation of sector policing according to the National Instruction 3 of 2013 of the South African Police Service.**

3. This office is in agreement with the change and you may proceed with your study under the new title.

With kind regards,

_____ **BRIGADIER**
F/HEAD: STRATEGIC MANAGEMENT
J SURAJBALI

Date: 2015-03-09

INTERVIEW SCHEDULE: STATION COMMANDERS　　　　　　　　**APPENDIX C**

1. When was Sector Policing National Instruction 3/2013 implemented at your station?

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2. How and why were you selected as a station commander?

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3. Describe the level of implementation of sector policing in terms of Sector Policing National Instruction 3/2013 in your policing precinct?

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4. How many sectors in your policing precinct are operational according to Sector Policing National Instruction 3/2013 guidelines?

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5. Do you experience any challenges as station commander pertaining to the implementation of Sector Policing National Instruction 3/2013 in your policing precinct?

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6. If so, how do you address the identified challenges?

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7. What is your perception and opinion of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in your policing precinct?

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8. Is there any additional information that you would like to share about sector policing that you deem relevant to this study?

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INTERVIEW SCHEDULE: SECTOR COMMANDERS   **APPENDIX D**

1. When was Sector Policing National Instruction 3/2013 implemented in your sector?

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2. How and why were you selected as a sector commander?

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3. Describe the level of implementation of sector policing in terms of Sector Policing National Instruction 3/2013 in your sector?

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4. Do you experience any challenges as sector commander pertaining to the implementation of Sector Policing National Instruction 3/2013 in your sector?

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6. What is your perception and opinion of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in your sector?

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7. Is there any additional information that you would like to share about sector policing that you deem relevant to this study?

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APPENDIX E

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Faculty of Humanities
Department of Social Work & Criminology

31 July 2015

Dear Participant

Researcher: Rhona van Niekerk

Informed consent by research participant:

1. **Title of the study:** An investigation into the perceptions of police officials regarding the implementation of sector policing in Limpopo province.

2. **Purpose of the study:** The current study is being undertaken as part fulfilment of a master's degree in Criminology at the University of Pretoria. The purpose of the study is to undertake a research project to determine the perceptions of South African Police Service officers responsible for implementing sector policing at their stations in Limpopo according to Sector Policing National Instruction 3/2013 guidelines.

3. **Procedures:** The researcher intends:
   o to determine the level of implementation of sector policing in Limpopo in terms of Sector Policing National Instruction 3/2013;
   o to determine the perceptions by station commanders of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in their relevant policing precincts;
   o to determine the perceptions by sector commanders of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in their relevant policing precincts.

4. **Background:** On 13 January 2014, National Instruction 3/2013 on Sector Policing was rolled out to 1 138 police stations for implementation. Minimum implementation criteria were determined in an effort to assist all police stations to implement sector policing. No research has been conducted on the implementation of sector policing in terms of National Instruction 3/2013 on Sector Policing in South Africa in general and Limpopo in particular. The researcher will determine the perceptions of South African Police Service officers responsible for implementing sector policing at their stations in the Limpopo province according to National Instruction 3 of 2013 guidelines.

5. **Research procedure:** The exploration of the cases will take place through qualitative semi-structured interviewing. The researcher will be using the semi-structured interview schedule as research instrument to guide interviews. A digital voice recorder will be used with permission to record interviews to steer away from continuous note-taking. During

critical case sampling, the researcher will purposefully select and obtain information from the 10 station commanders and 20 sector commanders, from 5 rural and 5 urban police stations situated in the 5 districts of the Limpopo province. A rural and urban station will be selected from each district.

6. **Confidentiality:** Your comments in the interview are very important to the objective of the study and could be included in the final research report. Comments made in the discussion are intended for this research project and will not be utilised (quoted) otherwise. All the comments generated during the discussion will be archived according to the rules and regulations of the University of Pretoria in this regard. In this study, the participants will be protected by keeping the research data in confidence and by not releasing information in a way that permits linking specific individuals to specific responses. All information will be handled with respect and sensitivity. The ethical principles of the Faculty of Humanities of the University of Pretoria will be followed throughout the study. All possible steps will be taken to ensure privacy and confidentiality. The participants in this study will be given numeric numbers linked to each cluster area to protect their identities, which will only be known to the researcher and her direct supervisor. When the research is presented in the master's dissertation or any future research articles, the identifiable particulars of the participants will not be presented in a detectable way.

7. **Potential risks and discomforts:** The participants will have a thorough understanding of the investigation and its intended purpose before participating in the study. Since the study is about the implementation of a prescribed national instruction, the researcher does not foresee any emotional effect during the research that would warrant debriefing. Participant activity is limited to participation during interviewing with limited risks and discomforts. Participation is voluntary and participants may withdraw at any time. Your contribution is however deemed extremely important to the objectives of the study.

8. **Potential benefits to participants and to society:** Benefits from the research will accrue to the participants. Participants will have access to the final research report via the Academic Information Services of the University of Pretoria. The SAPS National Office will be informed of the results of the study. The envisaged study is a pioneering endeavour, it is contemplated that the study should contribute to providing guidance and support to police stations to ensure the enhanced operationalisation of sector policing as policing approach. It will also determine the level of implementation and the perceptions police responsible for sector policing hold with regard to the implementation thereof, which will assist the SAPS head office to accomplish the realisation of National Instruction 3 of 2013. Your participation will assist in improving services rendered by police officials responsible for sector policing in the South African Police Service who in turn render a service to the community in South Africa.

9. **Compensation for participation:** Participants will not receive any compensation for their involvement in this study.

10. **Voluntary participation and withdrawal:** Participation is entirely voluntary and it is solely your choice to decide whether you will participate or not. There will be no consequences if you decide not to participate or withdraw from the research at any stage, even if you have initially agreed to participate.

11. **Ethical clearance:** The intended research has been approved by the South African Police Service (SAPS). The research proposal has also been approved by the Post graduate Committee and the Research Ethics Committee of the Faculty of Humanities of the University of Pretoria.

12. **Questions and concerns:** Should any concerns or questions arise, the researcher could be contacted at the cell-phone number or e-mail address hereafter.

13. **Contact information:** If you have any questions about the study, please contact me or my supervisor.

Researcher:	**Supervisor:**
Rhona van Niekerk	Professor C Bezuidenhout
	Dept of Social Work and Criminology
E-mail: vyeboom@lantic.net	University of Pretoria, South Africa
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I understand my rights as a research participant and I voluntarily consent to participate in this study. I understand what the study is about, how and why it is being done. I am aware that the data will be stored for fifteen years for archival purposes only at the University of Pretoria.

Thank you for your co-operation and time.

……………………….
Signature of Research Participant

……………………..
Date

……………………….
Signature of Researcher

……………………..
Signature of Supervisor

TRANSCRIBED INTERVIEWS: STATION COMMANDERS   **APPENDIX F**

1. When was Sector Policing National Instruction 3/2013 implemented at your station?

SCU1 - Station commander urban 1

2014

SCU2 - Station commander urban 2

May 2014

SCU3 - Station commander urban 3

Sector policing was implemented at ▉▉▉▉▉▉ station since 2009. National Instruction 3/2013 was implemented in 2014.

SCU4 - Station commander urban 4

Sector policing has been implemented since 2007 at our station. The National Instruction 3 of 2013 was implemented during 2014.

SCU5 - Station commander urban 5

The National Instruction was implemented during 2014.

SCR1 - Station commander rural 1

During 2013/2014 financial year.

SCR2 - Station commander rural 2

The National Instruction 3/2013 was implemented after being amended, but sector policing was implemented at our station during 2000.

SCR3 - Station commander rural 3

The National Instruction was implemented during 2014.

SCR4 - Station commander rural 4

The National Instruction was implemented in 2014. But because of a limited number of personnel and vehicles, sector policing could not be implemented at all levels.

SCR5 - Station commander rural 5

When I arrived at ██████, sector policing was already implemented. The National Instruction was implemented in 2014 at this station.

2. How and why were you selected as a station commander?

SCU1

Was aangestel deur die provinsiale kommissaris by ██████. Was reeds as stasie-bevelvoerder aangestel in die verlede by ander stasies.

I was appointed by the provincial commissioner at ██████. I was appointed as station commander at other stations in the past.

SCU2

I applied for the station commander post, which was advertised, and then I was chosen as the successful candidate.

SCU3

I was appointed as station commander on 17 June 2015. I was station commander at ██████ police station since 2012.

SCU4

Previously, I was a CSC [community service centre] operational and visible policing commander. I have been station commander at this station since 2007.

SCU5

I was station commander at ██████ station from 2009 to 2011, thereafter I went to Giyani Cluster Office. During 2013, the provincial office transferred me back to ██████ station after the previous station commander was transferred.

SCR1

I was honoured as the best performer in crime prevention at ██████ police station. I was also the co-ordinator of social crime prevention activities. I studied sector policing and completed my National Diploma in Policing.

SCR2

I applied for the post and was appointed by the provincial commissioner as station commander.

SCR3

I was appointed as station commander on 1 February 2010. The previous station commander passed away. I was station commander for eight years at another station in the same cluster.

SCR4

I was appointed by the provincial office as station commander on 1 June 2015 after the previous station commander was transferred. When I arrived here, there was no crime prevention. I established a crime prevention/sector policing unit.

SCR5

I was appointed as station commander at ███████ station during 2011. Previously, I was station commander at ██████ station, near Tzaneen. There was a case against the previous station commander of ██████ station. He was dismissed. I was transferred to ██████ because of my experience as station commander.

3. Describe the level of implementation of sector policing in terms of Sector Policing National Instruction 3/2013 in your policing precinct?

SCU1

Sektorpolisiëring word 100% geimplementeer in die twee sektors. Die gemeenskapspolisiëringstrukture en sektorpolisiëringsforums word aktief deur die gemeenskap ondersteun en bygewoon. Buurtwagte en plaaswag sisteme, asook plaaslike owerhede vergader op gereelde basis met die polisie. Op grond van sektorprofiele en misdaadpatrone word misdaadvoorkomings- en bekampingsprojekte saam met die gemeenskap beplan en geimplementeer.

Sector policing is being implemented 100% in the two sectors. The community policing structures as well as sector policing forums are actively supported and attended by the community. Neighbourhood watch groups and farm watch systems as well as local authorities meet on a regular basis with the police. On account of sector profiles and crime patterns, crime prevention and -combating projects are planned and implemented together with the community.

SCU2

Sector policing is implemented but not fully operational because of a lack of manpower as well as physical resources. There is no sector policing teams available. The crime prevention unit, visible policing division and the community service centre attend to complaints with the sector commanders. The sector commanders meet every day with commanders of each division [crime combating forum] and then point out the needs and problems of their sectors, operations are then planned accordingly. The sectors are demarcated and profiled. Sector commanders are appointed and sector forum meetings, community forum meetings and rural safety meetings are being monthly attended by the community.

SCU3

Sector policing is up and running [fully operational] in all sectors.

SCU4

Sector policing has been fully implemented at our station. Sectors have been demarcated and profiled. Sector commanders have been appointed. The sector policing forums and community policing forum are running smoothly. The sector commander attends to problems reported in his sector and will discuss it on the forum meetings and with his commanders at the station. Sector commanders from other sectors as well as the community will assist in attending to crime problems.

SCU5

Sector policing has sufficiently been implemented at this station. Not all the sectors are functioning on the same level. Sector commanders have been appointed to the demarcated sectors. Sector profiles have been compiled. Sector policing forums have been established in each sector and meetings are being held with the community. Challenges regarding crime within the community are being discussed as well as the way forward.

SCR1

The following sector policing phases have been implemented at this station:

- Phase 1: Demarcation of precinct into two sectors.
- Phase 2: Identifying sector commanders. Due to shortage of physical and human resources, it was decided to have one fully flashed sector with another sector being demarcated, this sector will be fully functional when the station is resourced. One member was identified as

sector commander. Presently, due to strenuous human resource challenges, the visible commander and relief commanders are used as sector commanders and must be available to the community 24/7.

- Phase 3: Implementation of sector crime forums. The sector crime forum was elected and the criteria were to have all sectors as demarcated being represented. Because this was a challenge, we made use of joint meetings, rural safety, Business Against Crime, Youth Against Crime, community policing forum, etc.
- Phase 4: Monthly meetings of sector crime forums. The community and institutions participate in the fight against crime.
- Phase 5: Implementation of projects. Together with the police, the community identifies crime prevention and deterrence projects. The projects are then implemented together with the community, for example, drug abuse programmes, and numbering of houses to improve reaction times.

SCR2

Sectors have been demarcated and profiled, sector commanders appointed, sector policing forum meetings are held on a monthly basis and the community are actively involved in addressing crime with the police.

SCR3

The sectors are demarcated, profiled and managed by the sector commanders. My station will be able to implement sector policing 100% with the necessary resources allocated. The sector commanders together with other police officers are willing to implement sector policing and positive about this strategy, but frustrated due to limited resources.

SCR4

Due to insufficient resources, sector policing have not been implemented at this station as prescribed by the National Instruction. A vehicle with two relief members in each sector patrols the sectors. One sector commander was appointed. He has to work in all three demarcated sectors, draw up sector profiles and monitor sector policing activities. The visible policing commander and relief commander assist the sector commander. A community policing forum has been established, but sector crime forums have not been established. Representatives from each sector attend monthly community policing forum meetings where they discuss matters of crime. The community will report crime and make suggestions on how the police and community

can attend to crime, for instance, to patrol roads where suspects were spotted and timber were stolen.

SCR5

The sectors have been demarcated and profiled by the sector commanders. Sector policing forums have been established, but are not running smoothly as the community are not attending the meetings. The rural safety forum and community policing forum meet once a month with representatives of each sector as well as local government departments and the municipality. It is difficult to implement sector policing according to the National Instruction because of limited resources. The areas in which we are operating have geographical challenges. The areas are large and consist of gravel roads, mountains, and villages difficult to reach. Due to limited resources, manpower and vehicles, the sector commanders experience problems when implementing sector policing. There is only one vehicle with two members available per sector. When two complaints are reported in a sector, but at two points far apart from each other, the sector members experience a problem to attend swiftly to both complaints. Sometimes there is only one vehicle available to patrol all the sectors. It depends on the amount of complaints and crime reported that needs to be attended to.

4. How many sectors in your policing precinct are operational according to Sector Policing National Instruction 3/2013 guidelines?

SCU1

Daar is twee sektore, ███████ lokasie en ███████ dorpsgebied met omliggende areas.

There are two sectors, ███████ location and ███████ town area including surrounding areas.

SCU2

Two sectors; both consist of a town area, farms and informal settlements, R██ divide the policing precinct into two sectors.

SCU3

There are five sectors. A sector commander has been appointed for each sector. Each sector consists of a town area, small-holdings and farms.

SCU4

Six sectors. Sector 3 has been divided into two sub-sectors.

SCU5

There are five sectors and five sector commanders.

SCR1

The ideal is to have two fully functional sectors, but due to limited human resources, one sector is fully functional.

SCR2

Three sectors as demarcated, but no one is fully operational due to limited resources.

SCR3

███████ police station area is divided into two sectors. With more personnel and vehicles available, the area can be divided into six sectors. The two sectors include 95 villages with a population of 145 000 people.

SCR4

We have three sectors.

SCR5

We have three sectors, each with their own sector commander.

5. Do you experience any challenges as station commander pertaining to the implementation of Sector Policing National Instruction 3/2013 in your policing precinct?

SCU1

Daar is beperkte hulpbronne beskikbaar naamlik mannekrag en voertuie. Daar is net twee sektorbevelvoerders beskikbaar vir die twee sektore. Sektor-spanne word huidig saamgestel uit ander afdelings, soos misdaavoorkoming en sigbare polisiëring. Die ideaal sou wees om sektorpolisiëringspanne op die been te bring onder leiding van sektorbevelvoerders ten einde pro-aktief misdaad te voorkom en te beveg.

Limited resources are available, namely manpower and vehicles. There are only two sector commanders available for the two sectors. Sector teams are currently compiled from other divisions, such as crime prevention and visible policing. It would have been ideal to establish sector policing teams under the leadership of sector commanders in order to proactively prevent and fight crime.

SCU2

The policing precinct experiences the following challenges pertaining to the implementation of sector policing:

a) The mistrust and reluctance of the general public as well as local government departments to work together with the police in combating crime.

b) A large amount of illegal immigration; seasonal workers and mineworkers.

c) It is difficult to patrol and manage the sectors as the areas that need to be attended to are kilometres away from the police station.

d) Development of informal settlements, for example, ███████████████████████

e) Development of low-cost housing.

f) Socio-economic problems, for example, unemployment, drug abuse and youth offending.

g) Members retiring or being promoted are not being replaced.

h) Shortage of vehicles and equipment necessary to effectively police sectors.

SCU3

Because of a shortage of manpower and vehicles, you find it very difficult to implement sector policing in all five sectors. Sector policing will work very effectively if you have the resources. The sector commanders do not only respond to complaints in their sectors they also have to focus on crime prevention, visible policing, attending community policing and sector policing meetings and visiting schools, churches and community projects. The sector commanders are trained in sector policing, but they can be trained more as well as other members assisting the sector commanders. Most of the government departments are not attending the community policing and sector policing forums. The business sector is actively involved and supports the sector commanders in fighting crime. The sectors are difficult to manage and stations are far apart from each other. This causes a reaction time delay and unwillingness to report crime. Limpopo is growing and developing and police precincts and sectors are expanding. Police have limited resources and therefore needs to take hands with the community to fight crime.

SCU4

Preferably more personnel and vehicles must be allocated. Some rural and mountain areas are not accessible when it rains. Vehicles must be equipped to travel on these roads.

SCU5

The sector commanders' knowledge and experience regarding sector policing differ. Resources are not enough. In the past, we had two vehicles per sector. At the moment, we only have one vehicle per sector. One vehicle is needed to attend to complaints and another to respond to a crime hot spot area. 4x4 vehicles must be allocated for policing mountain areas [Sector 4]. Personnel passed on, resigned and retired and posts have not been filled. The provincial office will inform us to continue with the resources we are having.

SCR1

Yes. Sector policing demands human and physical resources as well as time and commitment from sector commanders. The sector commanders, operational commanders and other police officials forming part of sector teams as well as the community need to be educated about sector policing as crime prevention strategy. Due to internal matters, for example, transfer and promotion of personnel, sector commanders are not able to consistently attend to the community they serve. Due to shortages in terms of human and physical resources, one vehicle with sometimes one member will patrol the two sectors at once. When National Instruction 3/2013 on sector policing was implemented, no additional resources were provided to correctly implement sector policing.

SCR2

Not enough resources to implement sector policing as prescribed by the National Instruction. The sector commanders experience frustration due to limited manpower and vehicles. The sector areas are difficult to manage due to its size and population growth. Illegal immigrants, unemployment and drug abuse contribute to the high crime rate. Personnel experience burn out due to escalating responsibilities. The community demands the sector commanders to be available 24/7.

SCR3

Fifteen villages are more manageable to patrol and police than 48 villages. Three years ago, I had a sufficient amount of police officials working at my station. The national commissioner

promoted police officials with the rank of warrant officer to be officers. They were promoted without any qualifications. Fifteen of my warrant officers were promoted and were appointed managerial posts. They were transferred to other stations. Police members applied for early pension and retired out of fear of losing their pension benefits. The provincial commissioner established new units to deal with drug abuse. Some of my police members were transferred to those units. Personnel are not replaced and additional vehicles are not allocated. Vehicles must frequently be serviced due to the fact that a vehicle travels 10 000 km per month on gravel roads and mountain areas. The vehicle then stays for three weeks at the workshop.

SCR4

As station commander, I experience a shortage of manpower. This station has only a limited number of police members. I have approached the provincial office and requested more members to enable us to do sector policing. The community will prefer to report crime to me or the sector commander; they don't trust all the members when they report complaints. Some members undermine the information reported; they do not follow up complaints. I am looking into this situation with the other commanders as this situation is unacceptable.

SCR5

Four vehicles with personnel are needed in each sector, to promptly and thoroughly follow up crime problems and complaints in a sector. Two vehicles must be on one side of the sector and two on the other side. The station is situated in the location and is being overwhelmed with all sorts of complaints, ranging from serious to minor complaints. The complaints must be attended to but must also be prioritised. This causes the CSC [community service centre] officials not to be available for sector commanders when they are in need of personnel to assist them. Since 2013, 17 members have resigned and retired and posts have not been filled. Manpower was requested from provincial office.

6. If so, how do you address the identified challenges?

SCU1

Die misdaadstatistieke dui "crime hot spots" in areas aan. Die sektorbevelvoerders dra die inligting oor aan die gemeenskap en inisieer misdaadvoorkomingsprojekte. Hulle betrek gemeenskapstrukture byvoorbeeld buurtwagte asook plaaslike owerhede en instansies om gesamentlik misdaad te beveg. Hulpbronne word dus plaaslik ontgin. Daar word daagliks vergadering gehou by die SAPD waar alle bevelvoerders bymekaarkom en die behoeftes van

die sektorbevelvoeders met betrekking tot hul sektors aanhoor. Mannekrag en hulpbronne word dienooreenkomstig geallokeer ten einde die unieke misdaadprobleem of -tendens in die sektore aan te spreek.

The crime statistics indicate "crime hot spots" in areas. The sector commanders convey this information to the community and initiate crime prevention projects. They involve community structures such as neighbourhood watch groups as well as local authorities and institutions in order to fight crime together. Therefore, resources are being exploited locally. Meetings are conducted on a daily basis at the SAPS where all commanders gather and listen to the needs of the sector commanders in relation to their sectors. Manpower and resources are allocated accordingly in order to address the unique crime problem or trend in the sectors.

SCU2
- As station commander, I have applied for resources from the provincial office; vehicles, equipment and personnel. The provincial office does not experience our frustration they don't want to hear of our problems.
- New members must be recruited [advertising posts and filling of vacant posts].
- Re-establishment of communication and networking with the members of the community policing forum, sector crime forums, rural safety forum, farmers unions, local government departments, for example, Home Affairs, and the local municipality. The root causes of crime are pointed out, campaigns as well as operations are then planned to be implemented accordingly.
- Sector commanders as well as other police officials must undergo training to empower themselves with knowledge regarding sector policing. The Human Resource Department provide training to police.

SCU3
During the daily crime-combating forum meeting at the station, the sector commanders inform the divisional commanders of the type and frequency of crime in their sectors. The station then mobilises resources and the sector commander mobilises the community, for example, neighbourhood watches, farm watch groups, street committees, community policing forum and sector policing forum to prevent and combat crime. Operations are then planned and implemented to prevent further crime incidents. The community assists the police with visible policing, patrolling and road-blocks. It is, however, important for the community structures to be

trained regarding their roles and responsibilities, for example, they may cordon off the crime scene but may not enter the crime scene. Personnel shortage due to resignation, retirement, death or promotions must urgently be addressed by provincial office. Personnel need to be replaced. Police officers are overworked and burned out because the station commander needs to work with the manpower he has.

SCU4

Resources and manpower will be allocated to those sectors experiencing high volumes of crime. The community will assist the sector teams at check points and with patrolling. Application has been made for more resources, especially 4x4 vehicles and sector team members.

SCU5

The visible policing unit assists the sector commanders with their responsibilities. The satellite station commander and sector commander work together in a sector. On the daily Station Crime-Combating Forum meeting, the sector commanders will report on what crime incidents transpired in their sectors, specific tasks are then allocated to the sector commanders and their teams, the visible policing team, shift commander and relief commander. The sector commanders will also request assistance from the sector policing forums and community policing forum.

SCR1

Joint meetings are held, which incorporate all stakeholders from the two sectors. On the meetings, the police will identify and discuss their needs and problems relating to crime. Provincial office was informed of all the challenges regarding the implementation of sector policing.

SCR2

With the resources we have, we make sure that all sectors are catered for especially when complaints are reported. The sector commanders inform and mobilise the community regarding crime in the sectors. Street committees, neighbourhood watch groups, sector forum members and the community policing forum engage in partnership policing. The community will patrol with their vehicles, communicate through their radios and communication systems, put up sign boards indicating the farm and road numbers, conduct operations with the police, provide high-

band radios to the police and register die police on their WhatsApp groups to shorten reaction time when there is a complaint. The police rely enormously on the community due to current limited resources.

SCR3

The station will meet with the community policing forum, life stock forum, rural safety forum, stock theft unit, municipalities, and government departments, for example, Department of Agriculture. During the meetings, the police will provide information regarding crime and will discuss crime prevention projects. Once a year, all the station commanders meet with the national commissioner and every year, we discuss the shortage of manpower and physical resources. Every month, we write letters to the provincial commissioner requesting more personnel and resources.

SCR4

I have discussed the problem of manpower with the new cluster commander and wrote a letter to provincial office. The farmers assist us when we experience resource problems. They use their own vehicles to patrol with the police. If we have a big problem with crime in a sector, we will deploy all the members to that sector to assist and the community will help us where they can, for instance, block and patrol roads.

SCR5

If sector commanders experience high volumes of crime in their sectors, the highway patrol vehicle, crime prevention members and visible policing members will assist them with resources. I am having a team of seven crime prevention members. The crime information officer will direct the manpower and vehicles to crime hot spot areas. On the daily Station Crime-Combating Forum meeting, the sector commander will report on crime in his sector and measures that were taken to address the crime. The sector commander will also provide feedback to his community and inform them of crime that was attended to.

7. What is your perception and opinion of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in your policing precinct?

SCU1

Die teorie moet omskep word in 'n realiteit, mannekrag en voertuie moet aangevul word en sektorspanne moet op die been gebring word. Sektorpolisiëring is n waardevolle strategie ten einde misdaad te bekamp en gemeenskapsbetrokkenheid ten opsigte van misdaad te verhoog. Sektorpolisiëring kan na my mening gekombineer word met misdaadvoorkoming. Die sektorbevelvoerder tree op die voorgrond as die koördineerder van polisiedienste in sy area. Hy bring die polisie nader aan die gemeenskap en die gemeenskap nader aan die polisie. Hy is bewus watter dienste gelewer moet word ten einde misdaad in sy area te voorkom en bekamp. Hy betrek op plaaslike vlak owerhede en die plaaslike gemeenskap in die bereiking van sy doelwitte. Hy moet 'n ervare outoriteitsfiguur wees, 'n mens-mens wat die gemeenskap se belange bevorder. Hy moet divers kan dink en doen. Sektorpolisiëring dra by tot toenemende samewerking tussen polisie en die gemeenskap, byvoorbeeld die deursoek van voertuie, patrollering, die implementering van padblokkades en programme ten einde skole, gesinne en gemeenskappe bewus te maak van misdaad en die aanspreek daarvan in hul omgewings. Die gemeenskap en polisie het 'n gesamentlike doel en dit is om Suid-Afrika vir elke landsburger veiliger te maak om in te woon.

Theory needs to be transformed into a reality, manpower and vehicles need to be supplemented and sector teams need to be established. Sector policing is a valuable strategy for combating crime and increasing community involvement with regard to crime. It is my opinion that sector policing can be combined with crime prevention. The sector commander takes the lead as co-ordinator of police services in his area. He brings the police closer to the community and the community closer to the police. He is aware of the kind of services which are needed in his area in order to prevent and combat crime. He involves both the authorities and the community at local level in order to achieve his goals. He needs to be an experienced authority figure, a "people's" person who promotes the interests of the community. He must be able to think and act diversely. Sector policing contributes to the increased collaboration between police and the community, for example, the searching of vehicles, patrolling, the implementation of road-blocks and programmes in order to make schools, families and communities aware of crime and how to resolve it in their communities. The community and police share a common goal, namely to make South Africa a safer place to stay in for every civilian in the country.

SCU2

Sector policing is a very good idea, but the lack of resources is a problem. If sector policing is fully implemented, crime reduction will be seen.

SCU3

Sector policing is a very good concept, it promotes community policing partnership. Since sector policing has been implemented, the community is in a much closer working relationship with the police.

SCU4

We are trying to use the available resources effectively. With additional resources, we will be able to implement sector policing as crime prevention approach more successfully.

SCU5

Sector policing is working. With sector policing teams visible and available to the community, crime has been increasingly reported and has decreased in the sectors, for instance, house-breaking has dropped dramatically.

SCR1

If resources are allocated to police stations, National Instruction 3/2013 guidelines will be correctly implemented and crime will reduce drastically. According to my own opinion, the concept of *sector policing* must be reviewed in terms of human and physical resources, there must be no excuse not to implement sector policing at police stations. All police members must undergo training in sector policing to ensure the correct implementation thereof.

SCR2

Sector policing is a pro-active partnership policing approach that needs to be backed up by resources. The police and the community are committed in fighting crime, but needs the support from government. Personnel must be allocated and vehicles as well as other resources provided, for instance, radios, cellular phones and computers.

SCR3

Sector policing is the best crime prevention and crime reduction idea, but requires manpower, vehicles and other necessary equipment.

SCR4

Sector policing is valuable. Police members working in their sectors attend to complaints quicker. Crime declines because of police visibility and presence in sectors. With the necessary resources, we will be able to do sector policing. We want to do sector policing.

SCR5

Sector policing has value if necessary resources are available. Visible policing is very important and prevents crime from occurring. The community wants to see the sector team patrolling and attending to complaints.

8. Is there any additional information that you would like to share about sector policing that you deem relevant to this study?

SCU1

Daar moet veral aandag gegee word aan die keuring en aanstelling van sektorbevelvoerders. Hulle moet oor bepaalde kwaliteite beskik as mens en met ervaring optree. Die sektorbevelvoeder moet in kleine 'n stasiebevelvoerder wees in sy sektor.

There should specifically be paid attention to the selection and appointment of sector commanders. They must be equipped with specific human qualities and act from experience. The sector commander, in effect, must be a station commander in his sector.

SCU2

Sector policing as approach must be adapted to each police station and community's unique profile. Sector commanders must be supervised by their station commanders and divisional commanders. The provincial office must take note of the needs and problems experienced due to limited human and physical resources.

SCU3

The sector commander needs to be community orientated; he must be able to relate to the community and communicate with the community. The sector commanders together with the police station are responsible for the sectors. Crime is not only the sector commander's problem, but the station's problem.

SCU4

We must go forward with sector policing, with the assistance from provincial office, cluster office, station management and the community.

SCU5

The sector commander must be someone that is able to "smoke the pipe". The sector commander must interact with his community and mobilise the community as well as resources to those areas experiencing crime. Social crime prevention units must be established to work together with sector policing teams. Sector commanders must be resourced; they must have appropriate equipped vehicles for their sectors, cellular phones and sector teams.

SCR1

Research must be conducted regarding the community's understanding of sector policing and how the community can address resource challenges. The crime prevention division should form an integral part of sector policing.

SCR2

Sector policing as crime prevention and crime-combating strategy can only be successful when adequately budgeted, funded and resourced.

SCR3

Police stations in deep rural areas experience other challenges than stations in urban areas, resources must be allocated accordingly.

SCR4

A sector commander must be hard-working and loyal to his community; he must be able to listen to complaints and to communicate with his community. The police can't work alone; we must work hand in hand with the community.

SCR5

Some of the personnel resigned because of work pressure, being frustrated with circumstances at work and not being committed police officials. Vacant posts must be filled, and necessary physical resources must be allocated. Sector areas must be re-demarcated to prevent further loss of personnel due to de-motivating work conditions. Local government departments and

municipalities must assist in crime prevention, for instance, the municipality must see to it that bushes are cut and streetlights fixed. Sector commanders must be committed, experienced and hard-working police officers. The members must adhere to the commands of the sector commander even if he has a lower rank than other officers. The sector commander must work in a team with the other sector commanders, crime prevention commander, visible policing commander, shift commander and relief commander. Specific members must always be appointed with the sector commander as sector team. This provides the opportunity for the sector team to familiarise themselves with the sector profile and the community within that sector. All the police members at the station must be knowledgeable regarding sector policing; this will contribute to better service delivery to the community.

TRANSCRIBED INTERVIEWS: SECTOR COMMANDERS   **APPENDIX G**

1. When was Sector Policing National Instruction 3/2013 implemented in your sector?

Scu 1a - Sector commander urban 1a

Sector policing was implemented from 2005. National Instruction was implemented from 2014.

Scu 1b - Sector commander urban 1b

███████ station received National Instruction 3/2013 in September 2014 and was implemented January 2015.

Scu 2a - Sector commander urban 2a

May 2014.

Scu 2b - Sector commander urban 2b

May 2014.

Scu 3a - Sector commander urban 3a

Sector policing has been implemented since 2010. The National Instruction was implemented during 2014.

Scu 3b - Sector commander urban 3b

Sector policing was implemented during 2010 at our station.

Scu 4a - Sector commander urban 4a

Die Nasionale Instruksie is gedurende 2014 geimplementeer by die stasie.

The National Instruction was implemented during 2014 at the station.

Scu 4b - Sector commander urban 4b

The National Instruction of 2013 was implemented during 2014.

Scu 5a - Sector commander urban 5a

In 2014, we received and implemented the National Instruction.

Scu 5b - Sector commander urban 5b

I have been doing sector policing since 2003. The National Instruction was implemented during 2014, after we received the instruction.

Scr 1a - Sector commander rural 1a

2014.

Scr 1b - Sector commander rural 1b

Only one sector commander at police station.

2014.

Scr 2a - Sector commander rural 2a

2014 (2010)

Scr 2b - Sector commander rural 2b

2014 (2010)

Scr 3a - Sector commander rural 3a

Sector policing has been implemented at ██████ station since 2009. In 2014, the station implemented the National Instruction.

Scr 3b - Sector commander rural 3b

██████ station implemented the National Instruction during 2014.

Scr 4a - Sector commander rural 4a

Sector Policing National Instruction was implemented in 2014.

Scr 4b - Sector commander rural 4b

National Instruction 3 of 2013 was implemented at our station during 2014.

Scr 5a - Sector commander rural 5a

Sector Policing National Instruction 3 of 2013 was implemented at ██████ station during 2014.

Scr 5b - Sector commander rural 5b

Sector Policing National Instruction 3 of 2013 was implemented at ████████ station during 2014.

2. How and why were you selected as a sector commander?

Scu 1a

I grew up in ████████ and have knowledge of the town, surroundings and the community. I have been serving the community as policeman for 30 years and have 15 years' crime prevention experience.

Scu 1b

In 2005, I was officially appointed as sector commander by the management of ████████ station. Management noticed and considered the fact that I was polite, approachable and professional in terms of working with people and problem-solving. The ability to facilitate and conduct meetings with the community was also considered.

Scu 2a

I was recommended and appointed (2009) by the station commander to be sector commander.

Scu 2b

During 2015, I was appointed by the station commander as sector commander.

Scu 3a

Previously, I was appointed as a shift commander. I attended a sector policing course. During 2010, I was selected and appointed as sector commander. The sector commander must be equipped with knowledge regarding policing and the community he serves. He must be able to work together with his sector team, he must be the facilitator and co-ordinator of crime-preventing activities in his sector.

Scu 3b

I am the sector commander of Sector 5, an industrial and residential area. Previously I was appointed as relief commander. Because of my training and understanding of sector policing, I was selected as sector commander.

Scu 4a

Ek is Julie 2014 aangestel as sektor bevelvoerder. Ek is oorgeplaas vanaf Pietersburg na
███████

I was appointed as sector commander in July 2014. I was transferred from Pietersburg to
███████

Scu 4b

I am sector commander of Sector 6. I was transferred and appointed during 2010.

Scu 5a

I have been sector commander at ████████ station since 2008. I was very happy to be appointed as sector commander. It's very hard work to be a sector commander; you have different roles, functions and responsibilities.

Scu 5b

I was working in the CSC [community service centre] and was then appointed as sector commander. I have been sector commander for the past 11 years. I am the sector commander of Sector 5, a rural as well as business area.

Scr 1a

I am a visible policing commander in the rural area. I have accumulated knowledge of the demarcated sector and have been increasingly involved in the community situated in this area.

Scr 1b

Only one sector commander at police station.
I am a visible policing commander in the rural area. I have accumulated knowledge of the demarcated sector and have been increasingly involved in the community situated in this area.

Scr 2a

The previous sector commander retired from SAPS. I have good knowledge of the farming sector area and am known by the farming community. I was appointed 20 April 2015.

Scr 2b

I was appointed as sector commander on 5 February 2013 after the previous sector commander retired.

Scr 3a

I received training in sector policing and was then appointed as sector commander of Sector 1.

Scr 3b

I was a shift commander and was later appointed as sector commander of Sector 2.

Scr 4a

I was a sector commander in Gauteng and then transferred and appointed as sector commander at ▉▉▉▉▉▉▉ station during 2007.

Scr 4b

I was appointed as relief commander during 2015. I am assisting the sector commander with his responsibilities in his sector.

Scr 5a

I have been appointed as sector commander during June 2014. Previously, I was working with the shift commander.

Scr 5b

I am a sector commander since 2013. I was part of the visible policing team.

3. Describe the level of implementation of sector policing in terms of Sector Policing National Instruction 3/2013 in your sector?

Scu 1a

Sector policing has been fully implemented in the sector. Fourteen neighbourhood watches have been established in and around ▉▉▉▉▉ sector. ▉▉▉. The neighbourhood watches form part of the sector crime forum.

Scu 1b

Sector policing has been fully implemented in both demarcated sectors. Sector profiles are drawn up quarterly and sector forum meetings are frequently being held with the community.

Scu 2a

Sector policing is implemented but not fully operational due to shortage of manpower and vehicles. Sector profiles are being compiled quarterly. In both demarcated sectors, monthly sector policing forum meetings are being attended by the community.

Scu 2b

Sector policing is not fully operational. If more personnel and vehicles are allocated, sector policing can be implemented according to the National Instruction guidelines. I am appointed as sector commander for the demarcated sector and responsible for compiling the sector profile. A sector policing forum was established. Monthly meetings are held with the community. The police and community exchange information regarding crime and the prevention thereof.

Scu 3a

Sector policing has been fully implemented in my sector. The community assists the sector team with crime prevention campaigns and projects and attends sector policing forum meetings and community forum meetings.

Scu 3b

Sector 5 is demarcated and profiled. Monthly sector policing forum meetings are being attended by the community. The community is actively involved in crime prevention. When the sector forum members patrol with the police or conduct door-to-door campaigns, they will wear their reflective jackets indicating Sector 5 sector-forum. During the campaigns, the sector forum members will inform the community of sector policing and how it works. Together the police and community will identify crime hot spot areas and plan operations. The community will request assistance, provide information and report crime via a WhatsApp system. The sector commander will request allocation of manpower and vehicles from the visible policing commander and shift commander. The sector commander will plan and monitor the crime prevention activities and will report back to the station and sector crime forum.

Scu 4a

Sektorpolisiëring kan nie 100% toegepas word nie weens hulpbronne wat dikwels nie beskikbaar is nie, maar daar word gepoog om sektorpolisiëring te implementeer met die mannekrag en voertuie wel tot ons beskikking. Ons het ses sektors waarvan een sektor in twee dele verdeel is. Sektor 3 is verdeel in sektor 3a en 3b. Dit is die woongebied in ▇▇▇▇▇ Omdat die sektor so groot is, was daar besluit om die area te verdeel. Elke sektor het sy eie sektorbevelvoerder. Sektor 1 en 2 is ons probleemareas, wat bestaan uit informele behuising met n groot aantal inwoners. Sektor 4 is die sentrale besigheidsgebied en sektor 5 en 6 bestaan uit plase en plotte. Sektorprofiele word kwartaalliks saamgestel en voorgelê. Sektorpolisiëringsforums is reeds op die been gebring. Verteenwoordigers van die sektorforums woon die gemeenskapspolisiëringsforumvergaderings by. Die plaasgemeenskappe is baie aktief betrokke by die vergaderings en misdaavoorkomingsveldtogte. Ek kry baie goeie samewerking van die gemeenskap. Hulle staan ons by met gesamentlike patrollies en padblokkades.

Sector policing cannot be implemented 100% due to the unavailability of resources, but effort is being made to implement sector policing with the manpower and vehicles that are available. We have six sectors of which one is divided into two separate parts. Sector 3 is divided into sector 3a and 3b. It is the residential area within ▇▇▇▇▇. Because the sector is so big, it was decided to divide the area. Each sector has its own sector commander. Sectors 1 and 2 are our problem areas, consisting of informal dwellings and a vast number of residents. Sector 4 is the central business district and Sectors 5 and 6 consist of farms and smallholdings. Sector profiles are being compiled and presented quarterly. Sector policing forums have already been established. Representatives of the sector forums attend the meetings of the community policing forum. The farming community is actively involved in the meetings and the crime prevention campaigns. I receive good co-operation from the community. They assist us with joint patrols as well as road-blocks.

Scu 4b

Sector policing has been implemented to the fullest, but there are some challenges; challenges in the form of resources [manpower and vehicles] as well as management deviating from the National Instruction, for example, sector commanders will be asked to engage in activities that don't form part of their daily functions and responsibilities. When they take us out of our sector to attend to other activities, our sector is not being policed. We can then not respond to

complaints or crime in our sector. Our community is then at risk. The sectors have been demarcated and a sector commander appointed for each sector. Sector profiles are drawn up quarterly by the sector commanders. It's going well with the sector policing forum and community policing forum. We meet once a month with the community. Crimes reported will then be discussed. Since we have implemented joint operations with the community, crime has declined.

Scu 5a

Sectors have been demarcated, sector commanders appointed for each sector and sector profiles compiled. Sector policing is not fully implemented, because of resource problems and the community not participating and attending meetings. The traditional leaders assist us by appointing representatives of the community to attend the sector and community policing forum meetings. We have to provide transport for the community from their villages to the station. Those who attend meetings provide support to the police. During meetings, the sector commander will present the crime statistics to the community, crime prevention initiatives will be discussed and planned, for example, the community will patrol the streets at night and will look after their neighbours' houses when unattended. The sector commander will explain sector policing to the community as well as their roles and functions.

Scu 5b

We need more members to be able to implement sector policing according to the National Instruction. ▬▬▬▬▬ station has five sectors each with their own sector commander. During the sector forum meetings, I meet with my community who assists me. The street patrol team and neighbourhood watch group will attend the sector forum meetings.

Scr 1a

A sector commander has been appointed. The police station area has been demarcated in sectors and sector profiles compiled. A sector policing forum has been established. The community policing forum, rural safety forum and sector policing forum have been integrated. The sector commander co-ordinates programmes, projects and crime prevention initiatives in his sector.

Scr 1b

Only one sector commander at police station.

A sector commander has been appointed. The police station area has been demarcated in sectors and sector profiles compiled. A sector policing forum has been established. The community policing forum, rural safety forum and sector policing forum have been integrated. The sector commander co-ordinates programmes, projects and crime prevention initiatives in his sector.

Scr 2a

The demarcated sector is profiled, a sector commander is appointed and sector forum meetings are being attended by the community. Crime prevention programmes are being implemented in co-operation with the community.

Scr 2b

As sector commander, I am responsible for the town area. The demarcated sector has been profiled and a sector forum established. The sector forum meets monthly and will then discuss crime patterns and the implementation of projects to address crime.

Scr 3a

Sector policing is being implemented at ground level with the community. There are monthly meetings with the community and stakeholders as well as joint operations. The sector forum and community forum manage crime together with the police. Operational plans are drawn up during the meetings and then implemented with the assistance of the community, unlawful liquor, dagga and firearm sellers have been identified and reported by the community. During station meetings, the sector commander will report on crime in his sector and operations conducted.

Scr 3b

Sector policing has not been fully implemented. The vehicles are not equipped to drive on bumpy and slippery gravel roads. Vehicles will frequently experience mechanical problems and flat tires. The sector commanders are not being provided with sector teams to assist them with their duties. The demarcated sector areas are difficult to manage due to the size of the sectors and insufficient resources. The community will contact the sector commanders and report complaints and crime. The sector commander will meet and engage with indunas, local

government agencies and the community to plan actions and deal with crime together. During the Station Crime-Combating Forum meetings, the sector commanders will report on crime and challenges in their sectors and operations conducted.

Scr 4a

Sector policing has not been implemented at all levels. Manpower and vehicle shortage are a big challenge.

Scr 4b

Sector policing has not been fully implemented at our station. There are not enough police officers and vehicles available to implement sector policing.

Scr 5a

As sector commanders, we are not able to implement sector policing as instructed. We are trying to manage with the available resources allocated to us. We are trying to meet with the community.

Scr 5b

It is nearly impossible to implement sector policing according to the National Instruction, because of a lack of resources. Everybody is aware of this situation, the provincial office, station commander, management of the station and the community. I am not happy about this situation, I am frustrated. I am not able to do the work on my own.

4. Do you experience any challenges as sector commander pertaining to the implementation of Sector Policing National Instruction 3/2013 in your sector?

Scu 1a

Yes, the sector consists of ▮▮▮▮▮▮ town area as well as 1 514 plots and farms without sub divisions. Sectors must be demarcated in manageable areas. Other challenges include a shortage of manpower, vehicles, sector teams and training of police officers.

Scu 1b

Shortage of manpower and vehicles is being experienced and limits the ability to implement sector policing successfully.

Scu 2a

As sector commander, I experience the following challenges [both sector commanders pointed out the following challenges in their sector]:

a) The demarcated area is too big to manage.

b) There is not enough manpower and vehicles to patrol and attend to complaints.

c) You have to be available, committed and caring towards the community. The community members prefer to contact the sector commander and not the community service centre. Because the sector commander attends to and follows up on complaints, the community trusts the sector commander.

d) The sector commander has additional responsibilities and functions, for example, co-ordinating and monitoring of service delivery to the community, as well as planning and implementing of projects and programmes together with the community to prevent crime.

e) Socio-economic problems contributing to crime, for example, the hiring of illegal immigrants as seasonal workers, unemployment, drug abuse, domestic violence, illegal shebeens and the lack of electricity at ███████████

Scu 2b

As sector commander, I experience the following challenges [both sector commanders pointed out the following challenges in their sector]:

a) The demarcated area is too big to manage.

b) There is not enough manpower and vehicles to patrol and attend to complaints.

c) You have to be available, committed and caring towards the community. The community members prefer to contact the sector commander and not the community service centre. Because the sector commander attends to and follows up on complaints, the community trusts the sector commander.

d) The sector commander has additional responsibilities and functions, for example, co-ordinating and monitoring of service delivery to the community, as well as planning and implementing of projects and programmes together with the community to prevent crime.

e) Socio-economic problems contributing to crime, for example, the hiring of illegal immigrants as seasonal workers, unemployment, drug abuse, domestic violence, illegal shebeens and the lack of electricity at informal settlements.

Scu 3a

I am the sector commander of the CBD [central business district]. The sector team are daily confronted with hawkers, car washers, illegal immigrants, and people flooding in from rural areas, drug dealers as well as socio-economic problems contributing to crime. With the resources we have, we are trying to prevent and fight crime. We experience a shortage of manpower and other resources. We turn to the community for assistance.

Scu 3b

The sector commander can't attend to different complaints on his own; he needs the police members to assist him. The sector commander and police members must be committed to work hard together. Members aren't always available to assist. Because of structural changes in the police system, for example, cluster formation, we experience resource challenges.

Scu 4a

Ek is sektorbevelvoerder van sektor 5. Die gebied is baie groot om te patrolleer. Daar is net een voertuig met twee polisie lede beskikbaar vir elke sektor. Die sektorpolisiëringspan ry van klagte tot klagte en doen patrollies. Daar is dikwels nie geleentheid om sektorpolisiëring te doen soos voorgeskryf deur die Nasionale Instruksie nie. Die sektorbevelvoerders word ook dikwels aangewend vir ander take by die stasie. Ons word aangewend vir misdaadvoorkoming, padblokkades en vergaderings wat bygewoon moet word. Ons grootste frustrasie as sektorbevelvoerders is die feit dat die operasionele- en skofbevelvoeders nie goeie werksverhoudings met die sektorbevelvoerders het nie. Die bystandpersoneel ressorteer onder die skofbevelvoerders. Die skofbevelvoerders het hoër range as die sektorbevelvoerders. Hulle erken nie altyd die sektorbevelvoerders se besluite nie. Dikwels word hulpbronne dan nie toegeken aan die sektors soos versoek nie.

I am sector commander of Sector 5. The area is very large to patrol. There is only one vehicle and two police members available for each sector. The sector policing team drive from complaint to complaint and patrol the area. Often there is no opportunity to do sector policing as prescribed by the National Instruction. The sector commanders are often utilised for other purposes at the station. We are utilised for crime prevention, road-blocks and to attend meetings. Our main frustration as sector commanders is the fact that the operational commanders and shift commanders do not have decent working relationships with the sector commanders. The support staff fall under the shift commanders. The shift commanders have

higher ranks than the sector commanders. They do not always acknowledge the decisions taken by the sector commanders. Often resources are not allocated to the sectors as requested.

Scu 4b

There are not enough 4x4 vehicles to access the farms situated in mountain areas. When we attend to complaints, we have to take into consideration the condition of gravel roads during rainy season. The people allocating resources must understand the challenges we are experiencing. We report the challenges to the visible policing commander and station commander. The station commander requests resources from provincial office.

Scu 5a

Resource shortage confronts us daily. The sector commanders explain to their communities the limited number of vehicles and manpower available, complaints that need to be prioritised and the importance of community involvement in fighting crime. Sector commanders will share resources if necessary to ensure that crime hot spots are dealt with.

Scu 5b

Some of our vehicles cannot reach certain areas, especially when it rains. We have to park the car and walk per foot. Certain areas in the past were undeveloped and manageable. I had to adapt the sector profile according to population increase and development. It is difficult to manage the sector with a few members. Members are resigning and went on early retirement and have not been replaced. This is a big problem countrywide.

Scr 1a

Yes, a lack of human resources, trained personnel equipped with knowledge regarding sector policing and vehicles. The sector commander is responsible for crime prevention and deterrence in his sector as well as attending to the complaints reported at the police station.

Scr 1b

Only one sector commander at police station.
Yes, a lack of human resources, trained personnel equipped with knowledge regarding sector policing and vehicles. The sector commander is responsible for crime prevention and deterrence in his sector as well as attending to the complaints reported at the police station.

Scr 2a

The sector is difficult to manage as it consists of a large amount of plots and farms. Gravel roads and mountain areas require suitable vehicles to patrol the area and to attend to complaints. Adequate vehicles and manpower are frequently not available.

Scr 2b

There are no sector teams available, only a sector commander attending to complaints and crime problems in his sector. Communication between the community and SAPS was a problem. We now make use of WhatsApp to communicate messages. This communication system prevents delayed response to complaints.

Scr 3a

Sector policing is working, but there are challenges. Some police officers pass away others retire or are being transferred. Sector areas must be manageable. At the moment, there are not enough police officers and vehicles to manage crime in the sectors.

Scr 3b

Sector policing is a practical and simple way of policing. Challenges regarding resources must urgently be addressed. Crime can only be prevented if police are visible and the community involved.

Scr 4a

Because of the resource problem, the sector commanders must attend to different responsibilities at the station and the sectors. The bumpy gravel roads and mountain areas are difficult to travel. The vehicles are not 4x4 and not equipped with GPS [global positioning system]. Farmers in mountain areas who experience problems with crime have to assist the police with their vehicles to reach their farms.

Scr 4b

Shortage of manpower and vehicles is a problem. There are sectors that are difficult to enter. Our vehicles cannot access undeveloped rural and mountain areas. We need 4x4 vehicles. On the ▇▇▇▇▇▇▇ road, motor vehicle accidents occur frequently [trucks over turn]. The police must attend to the accidents as well as complaints reported. The police members must then drive from the station to different sectors to attend to complaints. If a sector commander and his

team were to be appointed to attend to a sector, there will be no delay, complaints will be followed up quicker.

Scr 5a

The areas are not manageable, resources are not available. One vehicle per sector cannot patrol and attend to complaints. Sometimes there are no vehicles available or police officers from the CSC [community service centre] to assist us. They have to attend to complaints at the station.

Scr 5b

The sector commander must have his own team members and vehicles. They must know the area they patrol and police. The community must know them. If the community don't see the sector commander and police members, they feel unprotected. They will not trust the police and they will not report crime. The criminals will also know the sector is not being policed. Crime will increase in that sector. We are telling the criminals that we are not working; we don't have cars, we don't have members, go and steal.

5. If so, how do you address the identified challenges?

Scu 1a

By visiting sector heads on frequent base and establishing more neighbourhood watches, reporting limitations and challenges to the station commander and cluster commander.

Scu 1b

During weekly meetings, the sector commanders present the needs and crime patterns of their sectors to police officials. The station commander and operational commanders attend to the sectors' crime prevention needs by allocating resources and manpower to the sectors.

Scu 2a

During the sector policing forum meetings, community forum meetings and rural safety meetings, the police and community will focus on the crime problems and will then plan, for example, awareness campaigns, crime prevention projects or operations where the community can assist in addressing crime.

Scu 2b

The sector commanders, station commander and divisional commanders meet every morning to discuss crime patterns in each sector. Resources and manpower are then allocated and operations or projects planned for implementation.

Scu 3a

The sector team has meetings with the sector crime forum, community policing forum, Business Against Crime, street committees and neighbourhood watches. These structures assist us with matters of crime. At station level, the sector commanders meet with the investigation officers, visible policing unit and shift commanders. Crime profiles are then discussed and operations planned.

Scu 3b

Sector 5 sector policing forum have recruited more members and are linked via the WhatsApp group with the other sectors. The sector forum members in my sector patrol from 11 pm until 5 am every night. The sector policing forum and community policing forum assist us as police when we experience problems with manpower and vehicles.

Scu 4a

Die buurtwagte en sekuriteitsmaatskappye werk baie goed saam met ons en ondersteun ons tydens operasies. Die misdaadvoorkomingsgroep by ons stasie staan ons by tydens veldtogte en misdaadbestrydingsprojekte. Die sektorbevelvoerders sal mekaar help in die verskillende sektors waar misdaad toeneem.

The neighbourhood watch guards and the security companies work closely with us and support us during operations. The crime prevention group at our station assists us during campaigns and crime prevention projects. The sector commanders will assist each other in the sectors where crime is escalating.

Scu 4b

We have a good relationship with the farming community. They will assist us with crime problems, crime prevention initiatives and visible policing. The community will patrol with their own vehicles and their own time. These actions minimise the theft of cables and farm production as well as house robbery. It is imperative for the police and community to work as partners in

fighting crime. We rely especially on the community's assistance when we experience shortage of manpower and vehicles. Sector commanders will share vehicles and manpower if necessary and apply for more resources from station management, for example, the visible policing commander and shift commander will allocate manpower and vehicles to those sectors experiencing crime problems.

Scu 5a

The sector commanders present daily, during the Crime-Combating Forum meeting, to station management, crimes reported in their sectors and measures implemented to prevent and address crime. If necessary, the sector commanders will request additional manpower and vehicles to assist the sector commanders during crime-combating operations. The social crime prevention team and visible policing members will support the sector commanders.

Scu 5b

If there is a lack of manpower and vehicles, I will prioritise. I will work overtime and on weekends. The vispol [visible policing] commander will appoint the crime prevention team to help me if I request assistance from the station. The sector commanders will support each other. The cluster office will mobilise other stations to come and assist us. I will rely on my community to help me.

Scr 1a

The matter regarding lack of personnel and vehicles as well as training for personnel has been forwarded to provincial office.

Scr 1b

Only one sector commander at police station.
The matter regarding lack of personnel and vehicles as well as training for personnel has been forwarded to provincial office.

Scr 2a

Applications were made for resources. The police take hands with the farmers and business partners in fighting crime.

Scr 2b

The station commander, community policing forum and sector crime forums have forwarded application to SAPS provincial office and pointed out resources needed in order to implement sector policing successfully.

Scr 3a

Application has been made for more sector commanders, sector team members and vehicles. The police station area must be demarcated into four to six manageable sectors.

Scr 3b

The sector commanders will make use of the resources they have and request assistance from the station and the community when crime increases in their sectors.

Scr 4a

We meet monthly with the community [community policing forum and the indunas] and discuss resources challenges, crime patterns, needs of the people and operational plans. The business sector, farmers and local community will assist us. They will patrol with us and help with crime prevention campaigns.

Scr 4b

At the moment, we make sure that we attend to complaints; that is our first priority. We have a job and we have to do it. We can't say we cannot assist the community because of resource problems. We work longer hours and we assist the sector commander with relief officers. The station commander has requested for more resources.

Scr 5a

We make use of the resources we have. We have requested additional manpower and vehicles, but the provincial office will tell us, use the resources you are having. We will report crime in our sectors and request for assistance; the crime prevention and visible policing teams will assist us.

Scr 5b

We are dependent on the members and vehicles allocated to us as well as the community's assistance. The sector forums are not up and running, but our CPF [community policing forum]

meetings are the best. The community will travel with the police to the meetings; they don't have their own transport. Representatives from each sector will attend the CPF meetings. The community's needs and problems regarding crime will be discussed on the meetings. The community will follow up during the next meeting if the police attended to the complaints and problems. The rural safety meetings are being attended by the local government departments, the municipality and Business Against Crime.

6. What is your perception and opinion of the value of sector policing, as defined by Sector Policing National Instruction 3/2013, as a crime reduction strategy, in your sector?

Scu 1a

Sector policing is of utmost extreme importance as it mobilises the community to assist in curbing crime. Neighbourhood watches are the eyes and ears of the SAPS. Mass patrols and road-blocks are being conducted with assistance of SAPS [neighbourhood watches and Afriforum].

Scu 1b

Sector policing brings the policeman closer to the community he serves. As the community's trust grows towards their sector commander, the more the community reports crime and problems contributing to crime. The community is the policeman's ears and eyes. With the help of sector commanders, the community develops crime prevention-related initiative, for example, the Concerned Parents Against Drugs support group has emerged. This group provides support to families confronted with drug abuse. During the past 10 years, my relationship with the community has grown enormously. I go to work with a purpose, namely to create a safer environment together with the community I serve. I am completely dependent on the community for information and support. I had to learn to treat the community with empathy and empower the community with knowledge regarding crime.

Scu 2a

Because of sector policing, the communication and relationship between the police and community has improved and reporting of crimes has increased. Crime has dropped because of the community's involvement in crime prevention and visible policing initiatives, for example, the sector policing forum has donated GPS systems and volunteered to patrol the streets with the police.

Scu 2b

Sector policing is a good strategy, when fully implemented, crime will drop drastically.

Scu 3a

Sector policing is a good strategy. I think it's working. The community will report crime. They know who to contact. I will follow up responses to complaints and will provide feedback to the community. The relationship and communication between the police and community has improved. The police and community are united against crime. The community will assist the police by patrolling their neighbourhoods. The sector policing team reacts quicker when complaints are reported.

Scu 3b

Sector policing is really working, it's good, and it widened my mind. The community gets to know their street, neighbourhood and the police better. The police get to know the community better, and can better assist the community. Crime can be detected early and prevented.

Scu 4a

Sektorpolisiëring is n goeie misdaadvoorkomings- en bestrydingskonsep indien daar hulpbronne soos mannekrag, voertuie en sektorspanne beskikbaar is. Die gemeenskap weet wie om te nader as daar 'n misdaadprobleem is en het vertroue in hul sektorbevelvoerder wat die gerapporteerde probleme opvolg. Die sektorbevelvoerder is die spreekbuis tussen die gemeenskap en die stasiebestuur. Sektorpolisiëring het 'n impak op misdaadrapportering asook reaksietyd. Weens toenemende sigbaarheid verminder misdaad en risiko vir verdere misdaadpleging. Deurdat die sektorbevelvoerder sy diensvoertuig na sy huis mag neem en in die sektor woon waar hy sektorbevelvoerder is, kan hy direk van sy huis na klagtes ry asook vinniger reageer en hulpbronne aanvra. Ek is woonagtig in sektor 5 waar ek die sektorbevelvoerder is.

Sector policing is a good crime prevention and crime-combating concept if there is an availability of resources such as manpower, vehicles and sector teams. The community knows who to contact if there is a crime problem and they trust their sector commander who follows up on reported problems. The sector commander ensures communication between the community and station management. Sector policing has an impact on crime reporting as well as reaction time. Due to increased visibility, crime as well as the risk of further criminal actions decline.

Because the sector commander is allowed to take his service vehicle home and resides within the area where he is the sector commander, he can travel directly from his home to complaints and react quicker and request resources. I reside in Sector 5 where I am the sector commander.

Scu 4b

Sector policing enhances the relationship and communication between the community and the police. Crime reporting increases and crime decreases. Reaction time shortens and complaints are dealt with more swiftly. Sector policing is the only way we can prevent crime effectively.

Scu 5a

Sector policing is a very important strategy. It can be implemented with more success if the police station area is demarcated in more sectors, each equipped with their own vehicles and sector teams. Police will then be more visible and criminals will avoid the police. Crime will be reduced and the community will be more involved in preventing further crime from happening.

Scu 5b

Sector policing has value. The police are nearer to the community. There are partnership and friendship between the police and the community. Information is shared about the causes of crime and how to deal with crime. I educate my community on their responsibilities and boundaries when doing sector policing.

Scr 1a

Sector policing improves service delivery to the community as well as partnership between the community and the police. Sector policing promotes joint problem investigation and problem-solving. Sector policing ensures police availability, transparency, consultation and proper communication between the police and the community.

Scr 1b

Only one sector commander at police station.

Sector policing improves service delivery to the community as well as partnership between the community and the police. Sector policing promotes joint problem investigation and problem-solving. Sector policing ensures police availability, transparency, consultation and proper communication between the police and the community.

Scr 2a

Sector policing has great value as it decreases crime in a certain area. It's a good crime prevention strategy. Crime hot spots can be identified and the community can assist in prevention of incidents.

Scr 2b

The sector policing approach promotes and supports the community policing philosophy. Trust and co-operation between the police and community have developed. If fully operational, sector policing will be a successful crime prevention and crime reduction strategy.

Scr 3a

Sector policing is a good strategy that works, but must be strengthened by resources.

Scr 3b

In my opinion, sector policing is a valuable crime prevention tool. With more resources allocated, the sector policing teams will be visible, available and will be able to properly assist the community. The community will learn to trust the police and indicate crime problems. Early detection will lead to crime prevention. Criminals will avoid patrolled sectors.

Scr 4a

Sector policing reduces crime; members are visible and respond to crime problems faster. The criminals know when the police don't patrol the sectors; the community will then experience cable theft and housebreaking.

Scr 4b

Sector policing is a good method of policing. The community provides information and assistance to the sector commander who is always available and near to the community. The sector commander must spend time with the community and trust must be built between the community and the police. The sector commander must be creative, he must be able to make rational decisions, think fast and take the community's views into consideration.

Scr 5a

Sector policing is a good way of policing, but the station area needs to be divided into smaller more manageable sectors, personnel and vehicles must be allocated and police officials must be trained in sector policing.

Scr 5b

As sector commander, I support sector policing. The community is also positive about this strategy. They see the police patrol, they see we care and respond to their complaints. They try to assist us. They patrol with us.

7. Is there any additional information that you would like to share about sector policing that you deem relevant to this study?

Scu 1a

In my opinion, the appointment and utilising of police reservists will enhance the operationalisation of sector policing.

Scu 1b

Because of vast rural areas that need to be policed, sector teams need to be allocated to sector commanders. Resources must be allocated and contribute to pro-active policing. The station and cluster commander must monitor sector policing activities and address the limitations and challenges sector commander's experience in practice.

Scu 2a

The only way to make sector policing work is if we can have resources. The community is willing to assist the police and the sector commanders are motivated to do their work.

Scu 2b

The sector commander is a special kind of policeman dedicated to the SAPS and the community he serves. The sector commander needs to be supported by the community and SAPS management when implementing sector policing.

Scu 3a

Every sector policing vehicle must indicate the contact numbers of the sector commander and police station.

Scu 3b

Being a sector commander is a challenge. The sector commander is running a small police station inside his sector with different responsibilities.

Scu 4a

Die gemeenskap moet weet watter kanale om te volg as hulle misdaad rapporteer. Hulle moet eerstens die stasie kontak, aangesien alle klagtes en misdaad geregistreer moet word. Daarna kontak die gemeenskap die sektorbevelvoerders. Indien die gemeenskap nie die klagtes rapporteer by die stasie nie, word misdaad nie geregistreer op die stelsel nie en word die misdaadsyfers en -tendense in die sektor nie gereflekteer nie. Die misdaadstatistiek word gebruik ter motivering vir hulpbronne. Skofbevelvoerders en sektorbevelvoerders moet behoorlike opleiding ondergaan in sektorpolisiëring op stasievlak. Weens die feit dat die skofbevelvoerders nie opleiding ondergaan het nie sukkel hulle om die konsep van *sektor polisiëring* reg toe te pas.

The community should know which channels to follow in order to report crime. They must first contact the station because all complaints and crime need to be registered. Then the community contact the sector commanders. If the community does not report complaints at the station, crime is not registered on the system with the result that crime statistics and trends in the sector are not reflected. The crime statistics are used as motivation for resources. Both shift commanders and sector commanders must be trained properly with regard to sector policing at station level. Due to the fact that the shift commanders did not attend training, they struggle to apply the concept of *sector policing* properly.

Scu 4b

Police officers must be trained on sector policing at the police college and station management must attend sector policing training. Local government departments and municipalities must work together with the community and police to prevent crime, for example, the traffic department, police and farming community conducting road blocks together. 4x4 vehicles must be allocated and equipped with radios and GPS. The vehicles must be marked and indicate the station's contact number and emergency numbers. Vacant posts must be filled with personnel trained in sector policing. The local newspaper must be invited to attend community policing forum meetings and place photos of the sector commanders with their contact details in the newspaper.

Scu 5a

Mobile reporting points must be available at the villages and in town where the communities can report crime and complaints. Some community members don't have transport and find it difficult to reach the police station. Members responsible for the mobile reporting points can form part of the sector commander's team.

Scu 5b

The detectives will give feedback on investigations conducted in the sector. The sector commander will report back to the station and community, if arrests were made, if operations were successful and if further crime prevention campaigns are necessary. The community will report crime if the sector commander provides feedback on crime.

Scr 1a

The community needs to be educated regarding sector policing and the sector policing forum regarding their roles, functions and responsibilities. This may assist in addressing challenges regarding communities taking the law in their own hands. All the police officials supporting the sector commander need to be trained in sector policing. The sector commander needs to be able to communicate with the community; he must be available and accessible. He needs to be positive and passionate about his work. He must be an experienced policeman with good knowledge of his sector and sector policing as crime prevention strategy. Sector policing is a valuable pro-active strategy, but it needs to be a reality.

Scr 1b

Only one sector commander at police station.

The community needs to be educated regarding sector policing and the sector policing forum regarding their roles, functions and responsibilities. This may assist in addressing challenges regarding communities taking the law in their own hands. All the police officials supporting the sector commander need to be trained in sector policing. The sector commander needs to be able to communicate with the community; he must be available and accessible. He needs to be positive and passionate about his work. He must be an experienced policeman with good knowledge of his sector and sector policing as crime prevention strategy. Sector policing is a valuable pro-active strategy, but it needs to be a reality.

Scr 2a

Sector commanders experience problems with implementation of sector policing due to insufficient resources and lack of training. The police officers as well as the community need to be educated regarding the National Instruction. A sector commander must be hard working and dedicated to his sector, he needs to listen to his community's needs and be able to be 'partners in crime'.

Scr 2b

The sector commander has different responsibilities, roles and functions. The sector commander must at all times be available to respond and follow up on crime, he must be able to delegate and co-ordinate activities in his sector. The sector commander must report crime hotspots and crime patterns to the crime-combating forum and request assistance. The sector commander must be the spokesperson for his community. I have experienced that to be a sector commander you have to be more than just a policeman. You have to be part of your sector and protect your sector.

Scr 3a

The community plays an important role in sector policing. The sector commander must know his community and work closely with his community.

Scr 3b

To be a sector commander is hard work. You have to be committed, know your sector, learn from your community and protect your community.

Scr 4a

Because of sector policing, the community sees the police as their friend. The police must be available to assist the community; if they are not available, the community will not trust the police and will not report crime. Crime will then increase.

Scr 4b

Previously, in 1998, we had enough manpower and resources, crime prevention and visible policing teams were assisting sector policing members. It was working. The police officers must not be in the office, they must be outside attending to the community. Police officers are trained to prevent, investigate and fight crime, not to be office clerks doing administrative work. Crime is

thriving outside but police officers are sitting inside. Every police officer must know what sector policing is and how it works. The police members are reluctant to read operational guideline documents. Some members do not understand what they are reading. Members must be forced to attend sector policing training workshops at their stations. Operational guideline documents must be presented and interpreted to the members.

Scr 5a

We as sector commanders can't approach the community and promise them a service. We can't say that we will attend the sector meeting if we are not available because we have to assist with a road-block. With more resources, we can be available to the community, attend meetings with them, launch crime prevention projects and patrol the area.

Scr 5b

This situation is frustrating. It makes the community angry and causes vigilantism. The community is assertive, the community puts trust in the police and the police have to deliver. We have to be able to face the community and live up to our promise to protect them.