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PERCEPTIONS OF SOUTH AFRICAN POLICE SERVICE OFFICIALS REGARDING THE IMPLEMENTATION OF SECTOR POLICING IN LIMPOPO PROVINCE

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ABSTRACT

The purpose of this article is to focus on the level of implementation of sector policing in South Africa in terms of Sector Policing National Instruction 3/2013. The contribution also focuses on the perceptions of South African Police Service officers responsible for implementing sector policing at police stations according to the guidelines of National Instruction 3 of 2013. In a study conducted by van Niekerk (2016), the qualitative research results indicate challenges preventing police officials from adequately implementing Sector Policing National Instruction 3/2013. A noteworthy number of station commanders and sector commanders of urban and rural police stations 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 but emphasised that successful implementation of sector policing depends on certain conditions. An overview of some of their responses regarding these conditions will be highlighted.

Keywords: *Policing; crime combating; crime prevention; community policing; sector policing; sector; sector commander; station commander; sector crime forum; sector profile*

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INTRODUCTION

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 styles 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. This, most notably after the constitutional changes in 1994, when community policing and 'rights-based' policing became the foundation of democratic policing in South Africa.

South Africa is known as a country with a notoriously high crime rate and antagonistic relationships between the police and the community. Since democratisation, policing in South Africa has seen many changes, with the main aim being to move away from a para-militaristic force to a service-orientated people friendly facility. The police have been 'de-militarised' and community policing has been introduced in an effort to bring policing closer to the people and to address the often-poor relationship between the police and the populace. Up until now these initiatives have been tainted with criticism, and sadly, the relationship and effectiveness are still questioned. However, 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 with the aim of bettering the current relationship conundrum and reducing general crime levels. Also, minimum implementation criteria were determined in an effort to assist all police stations in implementing sector policing. As a fundamental part of community policing, sector policing is seen as the

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enabling mechanism that 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 seen as 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, namely: 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 conducted by Van Niekerk (2016) pioneered research in terms of National Instruction 3/2013 on Sector Policing. Van Niekerk aimed to gauge the perceptions of South African Police Service (SAPS) officials responsible for sector policing regarding the official implementation of sector policing according to National Instruction 3/2013 guidelines. Since very specific police terms are used in this contribution some key concepts will be highlighted before the research and findings will be contextualised.

CENTRAL CONCEPTS
It is important to define the concepts central to this article in order to ensure a clear understanding of their meaning.

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. The South African Police Service (SAPS) aims to ensure a safe and secure South Africa for all its citizens. The Constitution of the Republic of South Africa, (1996) lays down that the SAPS have a responsibility to do the following:

- Prevent, combat, and investigate crime.
- Maintain public order.
- Protect and secure the inhabitants of the Republic and their property.
- Uphold and enforce the law.
- Create a safe and secure environment for all people in South Africa.
- Prevent anything that may threaten the safety or security of any community.
- Investigate any crimes that threaten the safety or security of any community.
- Ensure that criminals are brought to justice.
- Participate in efforts to address the causes of crime (South Africa, 1996: Section 205(3):8 9).

This sentiment is echoed by Burger (2006: 28) who contends that the police must reassure the public that they will enforce the law and deter criminal activity holistically. The police have many strategies, techniques and philosophies to conform to this aim. One of the contemporary philosophies that the police have to their disposal is community policing.

Community policing in South Africa was conceived and advocated as an active engagement with the community in order to reduce criminality. Due to a severe lack of trust between the community and the police, community policing failed in several countries around the world. In South Africa, the advent of regime change was greeted by some with optimism that community policing would be successful. It was envisaged that community policing, a relatively new philosophy of policing in 1994, would eventually see police officers and citizens working together in creative ways to solve community problems related to crime (Wong, 2011:97-99).

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According to the South African Constitution (1996), community policing was supposed to be implemented at all police stations in South Africa. Initially it appeared probable, but shortly after the implementation of this philosophy many role-players realised that it had fundamental shortcomings. The strategy proved to be ineffective, as there was still a lack of trust between the community and police. In cases where intelligence was received from the community, the intelligence was often underutilised. Furthermore, widespread corruption has also undermined community policing in South Africa. As it stands today, community policing is not functioning effectively in South Africa. Aspects such as accountability, partnerships and trust between the community and the police have hampered progression in community policing. Against the background of the relatively unsuccessful implementation of community policing the police implemented sector policing to enhance community policing.

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 (Public Service Commission, 2005; Roelofse, 2010; Smith, 2008). *Sector policing* is defined in National Instruction of the South African Police Service No. 3 of 2013 (South Africa, 2013) 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.

One should consider that sector policing is a hybrid model that brings together elements of both community policing and problem-oriented-policing (POP). Much like sector policing, POP is an analytic method used by police to develop strategies that prevent and reduce crime. Under the POP model, police agencies are expected to systematically analyse the problems of a community, search for effective solutions to the problems, and evaluate the impact of their efforts. POP represents police-led efforts to change the underlying conditions at hot spots that lead to recurring crime problems. It also requires police to look past traditional strategies and consider other possible approaches for addressing crime and disorder. Today, it is one of the most widely used strategies among progressive law enforcement agencies (Weisburd, Telep, Hinkle & Eck, 2010:139).

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). 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, 2014). It was important for the authors to ascertain whether sector policing had already been implemented or not, 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 station precincts perceived the implementation process of sector policing since the directive of the Sector Policing National Instruction 3/2013 became official. The assessment study, requested by Division: Visible Policing of the SAPS (Smit, 2014), determined the level of implementation of sector policing in terms of Sector Policing National Instruction 3/2013 and the perceptions by station and sector commanders

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regarding the value of sector policing, as defined by this instruction, as a crime reduction strategy, in their relevant policing precincts. We believe the findings will be valuable for future planning purposes and training material.

In South Africa, there is a general lack of research regarding sector policing, and 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 is, therefore, 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 could be helpful in constructing best practices that might be used by police stations countrywide as well as internationally. The findings might lead to further research that could probe the relationship between the variables resulting in such failures or successes. The study contributes new knowledge by describing the progress made since the official inception of sector policing in South Africa, which ultimately increased literature on the topic and the body of knowledge regarding sector policing.

The *Annual Performance Plan 2014/2015 of the South African Police Service* (South African Police Service (SAPS), 2014) 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.

THE GENESIS OF SECTOR POLICING IN OTHER COUNTRIES
Sector policing is a United Kingdom-based policing model that can be traced back to the 1960s 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 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 (UK) in the 1960s, in trials of what was later named team and/or sector policing. The trials about 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

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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, 2003: 1).

INTRODUCTION AND DEVELOPMENT OF SECTOR POLICING IN SOUTH AFRICA

The last two decades have 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 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. Ideas formulated in 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 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 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).

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The concept of *sector policing* was imported from the UK to South Africa in the late 1990s. 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 1970s, 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, 2003: 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, 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;
- The White Paper on Safety and Security 1999-2004;
- The Draft National Instruction on Sector Policing 20
- 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; and
- 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 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, 2003: 2-3; Public Service Commission, 2005: 22; Steinberg, 2005: 27).

According to *Implementation Plan: Enhanced Operationalisation of Sector Policing 2013/2014* (SAPS, 2013: 1), most police stations, especially those 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 a

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policing approach did not exist internally in the SAPS, or 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 a 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 that have not yet implemented sector policing.

According to *Implementation Plan: Enhanced Operationalisation of Sector Policing 2013/2014*, 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 (SAPS, 2013: 3).

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:

- The police station area must be demarcated into manageable sectors of, 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 (SAPS, 2013: 3-4).

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).

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Sector Policing National Instruction 3/2013 is essentially a helpful document. It is more comprehensive and realistic than any other 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: 28).

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 to urban areas (SAPS, 2013: 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, 2013: 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 the 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).

A previous SAPS National Commissioner, General Riah Phiyega, insisted that after the implementation of Sector Policing National Instruction 3/2013 (SAPS, 2013: 2), it be closely monitored and evaluated to determine progress on implementation as well as to measure the impact of sector policing on crime and service delivery. Therefore, the implementation of sector policing should be consequently monitored against the minimum implementation criteria as determined in Sector Policing National Instruction 3/2013. The aim of the study was to determine the perceptions of South African Police Service officers in Limpopo about the official implementation of Sector Policing National Instruction 3/2013 guidelines, in resolving crime pro-actively. In view of the findings, best practices and recommendations were formulated on how to overcome challenges that may face the implementation of sector policing. The study, therefore, developed an evaluation framework in order to contribute to the enhanced operationalisation of sector policing. To contextualise the process that led to the introduction of the Sector Policing National Instruction

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3/2013 guidelines the authors identified three eras of development in terms of sector policing in South Africa.

THE 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:

   i) Era 1: concerns research on 'non-official' sector policing from 1998 to 2009;

   ii) Era 2, concerns research on National Instruction 3/2009 on Sector Policing from 2009 to 2013; and

   iii) Era 3, concerns research since the implementation of National Instruction 3/2013 on Sector Policing (this contribution is based on the first research conducted on the implementation of sector policing in terms of National Instruction 3/2013 on Sector Policing in South Africa).

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 an 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). 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: 163).

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 fear of crime. Sector policing was to be a tool for the full implementation of community policing (Dixon, 2007; Minnaar, 2010).

In June 2001, the 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 (Dixon & Rauch, 2004: 24). In doing so, he explicitly linked sector policing to the implementation of the National Crime-Combating Strategy (NCCS) announced in April 2000 (Dixon, 2007: 167). Sector policing, as one of the prioritised focus areas in the SAPS Strategic Plan (2002-2005), was only officially launched in 2001 with a pilot project in the Johannesburg area (Minnaar, 2010: 201).

With the advent of sector policing in South Africa (roughly 2003) this strategy was in fact 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

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did not instruct police stations to implement the strategy but requested comments 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 (Bezuidenhout, 2011: 11-25). 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: 20). 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 used during the preceding decade (Buthelezi, 2010: 85).

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; Govender, 2012; Minnaar, 2010; Moolman, 2003).

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, 2004: 4).

After the official instruction confirming that sector policing was an additional official instrument for policing in South Africa, clear guidelines for the implementation of sector policing were given in the first official implementation document, namely National Instruction on Sector Policing, National Instruction 3/2009. 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. 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 not those situated in rural areas, were able to implement sector policing to its full extent and in accordance with the standards set out in, 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:

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- 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) 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) 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 the SAPS top management and certain politicians. For example, a previous police commissioner of South Africa, General Bheke Cele has opted for a more forceful approach to crime prevention in South Africa. In 2009 he stated in public that he wants the law to be changed to allow police to "shoot to kill" criminals without worrying about "what happens after that" (Bezuidenhout, 2011: 15; Goldstone, 2009: np).

During Era 2, incidents of police brutality increased and two major policing catastrophes occurred highlighting the impact of the hardened "shoot to kill" approach. On 13 April 2011 activist Andries Tatane was shot and killed by the police during a service delivery protest. The second incident that resonated throughout the world about police brutality in South Africa during Era 2 was the Marikana massacre (16 August 2012) when the SAPS opened fire on a group of striking mine workers in Marikana in the North-West province, killing 34 and leaving 78 seriously injured (Marikana Massacre, 2012). In this regard Faull (2011: np) maintains that Cele's "fight fire with fire" approach may increase police killings and law-abiding civilians who experience heavy handedness will increasingly become afraid of police and will be unlikely to cooperate with them. This probably tainted the implementation of community-orientated policing initiatives like sector policing during this era.

The implementation of sector policing in Era 2 was challenged by the context that basic community values and healthy neighbourhood values had been replaced by materialistic yardsticks (monetary status) and an absence of a sense of community (neighbourliness). Another challenge Faull (2011: np) 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

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biggest challenge of the implementation of sector policing during Era 2 was that many officials in the Era 2 Bezuidenhout study believed they were not guided and empowered on how to link new policing initiatives (sector policing) with an old-school policing agenda.

Era 3: National Instruction 3/2013 on sector policing
Following the review process in 2010, 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 accordingly made 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 by 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) and Buthelezi (2010), sector policing implementation ensures effective and efficient management of crime prevention operations. Dixon, (as cited by Khumalo, 2006: 27), 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 policed 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.

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, integration and co-ordination of policing activities of certain sectors of the private security industry (Buthelezi, 2010; Minnaar, 2010). 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 & Rauch, 2004: 16-17). The implementation process of National instruction 3/2013 and perceptions of sector commanders and station commanders regarding sector policing were investigated.

METHODOLOGY AND ETHICAL CONSIDERATIONS
A qualitative research approach and collective case study design was used in this study. The purpose was to explore and describe the phenomenon, 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.

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

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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). The selection of the sample hinged on the purposive sampling design. 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 purposefully selecting and obtaining information from the identified study population. It enabled the development of logical generalisations from the rich evidence produced in the study.

Permission was obtained from the 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. 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 Limpopo province 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, 2013). 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.

The semi-structured qualitative interview was used as the data-gathering technique. With semi-structured interviewing, information was obtained through direct interchange with the participants. Interviews were conducted with ten station commanders and 20 sector commanders connected to the five rural and five urban police stations situated in Limpopo. Data was collected and then processed through analytical procedures into an understandable, insightful, trustworthy and original analysis. The interpretative phenomenological analysis (IPA) technique was used to analyse the interviews. Because Sector Policing National Instruction 3/2013 is a very recent policing strategy model, the IPA technique complemented the perceptions of the participants that were 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 are the meanings that experiences, events and states hold for participants. The approach was phenomenological oriented in that it involved detailed examination of the participants' living world (police officers engaging and implementing sector policing on a day-to-day basis) (Terre Blanche, Kelly & Durrheim, 2006; Larkin, Watts & Clifton, 2006; Smith, 2004).

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. Also, descriptive statistics were used to describe, show or summarise the data and to highlight patterns. 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 regarding sector policing. Lanier and Briggs (2014) insist that mixed methods have the potential to strengthen a study and are applicable to any type of research.

In addition, the aim was to establish rigour in the qualitative study. According to Lietz, Langer and Furman (2010), research procedures used by qualitative researchers to establish rigour are an important way to increase confidence that the voices of the participants are heard. Special

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effort was taken to increase confidence so 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, peer 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 data could systematically be confirmed 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 evidence that if the research were to be repeated with similar respondents, in the same context, the research findings would be similar. There can 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 by determining whether these were supported by the inquiry. Conformability captures the traditional concept of *objectivity* (Babbie, 2013; Schurink, Fouche & De Vos, 2011; Struwig & Stead, 2001).

The participants had a thorough understanding of the investigation and its intended purpose before participating in the study. Because the study dealt with the implementation of a prescribed national instruction, no emotional effect during the research that would warrant debriefing was foreseen. 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 obtained from the participants using a letter of consent, which the participants were required to sign. In the study, the participants were protected by keeping the research data in confidence and by not releasing information in a way that would permit any linking of specific individuals to specific responses. All possible steps were taken to ensure privacy and confidentiality. The participants in this study were allocated numbers linked to each cluster area in order to protect their identities, which were only known to the researchers.

The research was conducted and developed in collaboration with the SAPS as a target population. Sensitivity to the values, culture and practices of the SAPS was always upheld. Benefits from the research will accrue to the SAPS and the participants. The findings of the study were also submitted to the SAPS national head office for their scrutiny and utilisation.

KEY FINDINGS OF THE STUDY
The seven-step IPA method of Moustakas (1994) was utilised 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.

Implementation of Sector Policing National Instruction 3/2013
On 13 January 2014, Sector Policing National Instruction 3/2013 was rolled-out to 1 138 police stations in South Africa for implementation (Smit, 2014).

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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 in Limpopo.

Implementation date according to sector commanders of urban and rural stations
Most urban station sector commanders (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 rural station sector commanders (100%) indicated that Sector Policing National Instruction 3/2013 was implemented during 2014.

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

Implementation level according to station commanders of urban and rural stations
A noteworthy number of urban station commanders (80%) reported enough implementation of sector policing in terms of Sector Policing National Instruction 3/2013. Eighty percent (80%) of the rural station commanders reported insufficient implementation of sector policing in terms of Sector Policing National Instruction 3/2013. According to *SAPS Sector policing operational guideline 2015* (SAPS, 2015), 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.

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, 2015). 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 in a central position 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 urban and rural station sector commanders 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.

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). Sector policing uses a divisional structure emphasising decentralised command mechanisms that

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break down decision-making authority into smaller parts based on predetermined criteria and allows 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). 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; Smith, 2008). 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; and

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

The respondents in the current study all supported the above benefits that successful implementation of sector policing can bring together.

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 a respondent: "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."

According to sector commanders of urban and rural stations
All the urban station sector commanders (100%) believed 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 rural station sector commanders (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 rural station sector commanders (20%) regarded sector policing as a valuable operational approach but emphasised the importance of allocation and deployment of resources to enhance sector policing implementation. Another respondent explained that sector policing, as a valuable policing strategy, could be more effectively implemented by dividing the station area into even smaller more

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manageable sectors, and allocating adequate personnel and vehicles and training of police officers to 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, 2015).

CONCLUDING RECOMMENDATIONS REGARDING THE RESEARCH FINDINGS
Since the completion of the current study in 2015/2016 follow-up discussions confirmed that very specific implementation strategies are needed to successfully implement sector policing in an area. If one compares the 2017/2018 implementation rate, as stipulated in the Annual report of the SAPS of sector policing in the Limpopo area, with the implementation rate during 2013/2014 it appears that sector policing has not been successfully implemented in the province. Initial findings in this study and the SAPS' 2013/2014 Annual Report confirm that all the police stations in the Limpopo province implemented sector policing successfully, however, in follow-up discussions with sector commanders and station commanders in the Limpopo province the limitations identified in the study were confirmed as the root causes of why National Instruction 3/2013 could not be implemented successfully at all police stations (Van Niekerk, 2016: 109-110).

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). 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 primarily because it has not been well understood by police executives that supportive structural changes are essential to institutionalising behavioural change (Fourie, 2001; Williams, 2003). 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 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 is that the current police structure has become fundamentally out of sync with the technology and liberal changes in the organisation.

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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 support is 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 many SAPS members are in somewhat of 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 (currently the Minister of Police), while SAPS head office expects them to become community-orientated and to implement sector policing. This paradox is probably the biggest implementation challenge to sector policing in South Africa.

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 insomuch as 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 past attempts at reform, sector policing will fade gradually as a function of non-management and non-acceptance until the organisation returns to a business as usual approach. 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 to be a recipe for future transformation success. Sector policing is now on the police agenda and should get the full support of 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 did. 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. Sector policing can be the basis for community safety forums where all the role- players meet and address every aspect of that relevant community. Individuals representing the different role-players need to have a mandate to make decisions at 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 social scientists it was important for us to explore and understand the dynamics of the station commander' and sector commanders' worlds with regards to sector policing implementation. The study has pointed out the perceptions of police officials tasked with the implementation of Sector Policing. The respondents spontaneously reported the challenges they experience in this regard and the actions they have taken to address sector policing implementation

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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 with a unique and individualistic approach. 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 commanders' enthusiasm and passion during sector policing initiatives were overwhelming. The response from a respondent 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 requirement and maintenance/monitoring plan to detect and address unique rural and urban implementation challenges, needs 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 adequate and 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 needs to be a macro sized longitudinal project to ensure that sector policing becomes a household name and citizens need to be empowered to deal with crime in conjunction with the police 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 knows what sector policing entails can sector commanders and sector policing teams interact, consult and engage with the community in addressing crime at local level in innovative ways. Sector commanders must act with authority and as catalysts and police-community relations specialists 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.

The study has revealed an energetic and enthusiastic generation of police officials, faced with the challenge of policing a notoriously violent society against the backdrop of a human rights ethos. We opine that sector policing is the only style of policing to address this challenge. A respondent 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".*

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The successful implementation of Sector Policing depends upon the structure, culture, strategy and management of the police, the station commanders' and sector commanders' 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 for sector policing at all levels could become the resolve to current crime problems.

SOME CONCLUDING REMARKS
The South African policing community faces several challenges to address the crime phenomena and to engage the community in solving the challenges crime poses to the good order of a community. A relatively new policing apparatus, namely sector policing has the potential to unite the police and the community they serve. Sector policing is a multi-layered flexible policing method that goes beyond "old school" policing practices, which often violated human rights.

From the results of the study it can be concluded that sector policing initiatives are relevant for urban as well as rural communities in an African context as well as in an international context. The key challenges regarding the successful implementation of sector policing, for example, the high level of frustration and powerlessness police officials experience due to limited human and physical resources, should be considered by police practitioners and managers when this policing apparatus is contemplated.

Since South Africa adopted sector policing from Europe, more specifically the United Kingdom, the international policing community should take heed of these challenges to ensure that similar challenges are not experienced. Accurate budgeting to guarantee apt resources, proper training of sector policing officers and management integrity are all ingredients for the successful implementation of sector policing in any environment.

The flexible and adoptable nature of sector policing allows global policing practitioners to improve and align sector policing in their own precincts. The general recommendations provided are not context specific. They will assist police practitioners and managers to consider several aspects to ensure that sector policing becomes an effectiveness tool and a force multiplier in their relevant precincts.

The findings of this study should be considered when strategies of this nature are implemented. Effective marketing and buy-in from police management will also contribute to the effective and successful implementation of sector policing. Continuous training of police members as well as police training curricula should endorse the recommendations from studies of this nature. The SAPS tends to adapt strategies and police philosophies from other countries without considering the voices of the community and the police officers at grass roots level. Perhaps the SAPS must consider the voices of the community and the operational police officer first before they identify, adapt, adopt and implement strategies from abroad. Local knowledge, as generated in this study, can provide a point of departure in addressing some of the current challenges the SAPS faces with the implementation of sector policing.

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