
**AN EVALUATION OF THE IMPLEMENTATION OF
SECTOR POLICING IN THE EASTERN CAPE¹****Andile Robert Lamana,² Pius Tanga³ and Jaco Barkhuizen⁴**

ABSTRACT

The research focused on the evaluation of the implementation of the South African Police Service sector policing, in Eastern Cape Province of South Africa. The aim of the research was to obtain a better understanding of sector policing and to provide practical guidelines to the sector and station commanders in the process of implementation of sector policing. The research managed to obtain different views and perspectives on the implementation of sector policing, as well as also taking cognisance of the specific dynamics that prevail at local level. The research area was in the Eastern Cape, from where the research sample and participants were drawn. The findings indicated that, although minimum sector policing standards were achieved by a larger portion of many stations, there remained some stations that had not yet attained the policy goals in terms of optimal implementation of sector policing in the Eastern Cape Province. The research identified that farm/rural and remote police stations were not complying with the minimum standards as laid down in the National Instruction 3/2009 (on sector policing). The problem of non-compliance largely emanated from the constraints associated with the lack of resources at these police stations.

Keywords: *National Instruction 3/2009 on sector policing; sector policing; sector commanders, sector profile, sector teams, response time; high visibility.*

INTRODUCTION

Sector policing is a British-based policing model that can be traced back to the early 1980s (Jupp, 1992:55). It is a strategy that adopts a more community-based approach compared to the more 'traditional' policing model, which was not based on direct community involvement. There is a popular view amongst several authors/commentators that sector policing is a service enhancement strategy intended at addressing the origin of crime at specific environmental locations, in co-operation with communities. The aim of sector policing is, among other things, to improve the response time when crimes are in progress (Jupp, 1992:55).

Dunham and Alpert (1993:183) state that sector policing has been in use in the USA since the 1980s where it encompassed foot patrols, mini-stations and community-impact teams. This means that the USA adopted a policing strategy that aimed at involving the communities in dealing with policing matters quite early on. During 1990, the Bureau of Justice Assistance awarded grants to eight cities to implement Innovative Neighbourhood Oriented Policing (INOP) programmes. These programmes were designed to bring the police and the community into a closer problem-solving relationship.

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The results of the research on which this article is based showed that a wide gap exists between the promises for ‘improved policing’ with the implementation of sector policing and the realities experienced at an operational level. It is clear from the above that sector policing is a strategy to optimise service delivery and to bring police officers closer to their local communities. In this way, with the implementation of sector policing, relations between the police and the communities are supposed to be improved, and thereby exponentially increasing the potential to solve crime in a community.

An attempt to recognise and move towards the implementation of sector policing has been progressing in South Africa since 1998. The endorsing of the draft sector policing policy can be traced back to 2002 after the then Minister of Police, Charles Nqakula, made an announcement in parliament about the strategy. This approach can also be linked to the National Crime Prevention Strategy document and the policy on Community Policing both of which seek to involve other stakeholders besides the South African Police Service (SAPS) in the fight against crime (Dixon & Rauch, 2004:22)

As Dixon and Rauch (2004:45) indicate, plans by SAPS to implement sector policing in South Africa started in 1998, targeting sections of Johannesburg. The SAPS mission of sector policing policy emphasised the crime prevention and community partnership aspects as a ‘new’ policing approach. The White Paper on Safety and Security (1998:18) postulates that sector policing should serve as a policing-crime prevention strategy that ensures crime is not committed. The strategy therefore must be dynamic in nature, and impartially conducted. It is further argued that for proper implementation of sector policing in the sectors (based on Community Police Forum neighbourhood demarcations in a policing precinct area), it must be based on clear and direct instructions by police commanders to ensure that patrol officers carry out understandable operations and objectives.

Dixon and Rauch (2004:20) argue that SAPS policy prescribes that one of the reasons to select a sector policing strategy is to improve response time to complaints and crime is in progress. Sector policing is described as a crime prevention technique that also entails that through understanding of the origin of crime and the factors that enable it to take place, the police and the community will be able to join their efforts to address the identified social ills (Smith 2008; South African Police Service, 2004). They launch the projects to address such identified crimes, enabling factors, identified hot spots and vulnerable communities (South African Police Service 2003:2).

The following main objective was stated by the SAPS and motivation for the proper establishment and implementation of sector policing:

“The main objective is to encourage good working relations between the police and other relevant local stakeholder responsible for the effective implementation of sector policing. It also serves as a platform to join hands in crime problem solving ventures between the two role-players. Thus, quick responses to crime situations and accountability are the main objective of implementing sector policing” (South African Police Service (SAPS), 2003:1”).

RESEARCH QUESTION AND OBJECTIVE

For this research study the primary research question was: To what extent does sector policing in Eastern Cape reflect the purpose as formulated by the National Instruction 3/2009 on Sector Policing?

The main objective of the research was to address the above research question by determining: a) the extent to which sector policing has been implemented and executed in the Eastern Cape.

RESEARCH METHOD

A mixed methods approach was used to gather, collect and analyse the data emanating from the research. The data were collected with semi-structured in-depth interviews, focus group discussions and a survey. The quantitative approach dominated the data collection, whilst a qualitative approach was used to corroborate the quantitative findings. For the quantitative approach, 265 questionnaires were administered to 121 participants (voluntary participation) targeting the station commanders, cluster commanders and sector commanders. One-hundred-and-forty questionnaires were also administered to the Sector Crime Forum chairpersons, who were selected using simple random sampling from 32 police stations. The sector commanders were used for the in-depth interviews. The rationale behind this being that the sector commanders play a key role in the implementation of sector policing. Simple random sampling was used to select the participants.

Area of conducting research

The research study was conducted in the policing area of the Eastern Cape Province, South Africa. The specific location for the research study was the following three South African Police Service Clusters, namely: Mdantsane, King Williams Town and Port Alfred. The motivation for selecting the above-mentioned clusters were, among other things, the command structure, geographical set up, population, reported crime and resources allocated to the stations. The choice of research area was also inspired by the high prevalence of serious crimes reported and the compliance inspection reports conducted by the Division of Management Intervention (Inspectorate) to determine the implementation of sector policing in the clusters which reports are forwarded to the Provincial and National Commissioners respectively.

Target population

For this research to obtain a representative, yet knowledgeable sample and objective responses the following participants were used, sector commanders, station commanders, and cluster commanders. Since the target population was too big to conduct an objective research study randomised 179 participants were selected for the study. Table 1 below shows the composition of the sample:

Table 1: Composition of sample

Participants	Total
Sector Commanders	144
Station Commanders	32
Cluster Commanders	3
Total	179

Sample and sample strategy

Stratified sampling was considered in this research. The participants selected were adjudged knowledgeable on National Instruction 3/2009 on sector policing.

They were responsible for the implementation of sector policing since they were assessed and evaluated on sector policing. The Sector Policing chairpersons and Community Police Forum chairpersons were also involved in the research and were presumed to be informed about the National Instruction on sector policing.

The research was conducted in three clusters out of twenty-two policing clusters in the Eastern Cape Province of South Africa. These three clusters were purposefully selected to ensure that they represented settings that were rural, semi-rural, urban and semi-urban. Within the selected clusters, the distribution of resources, which are central in the implementation of SAPS sector policing, was determined by the ratio of personnel, geographic set up, crime reported and population. For example, Mdantsane is recorded as the second biggest township in South Africa. The sampled clusters are characterised by the command structure reflected in the table below.

Table 2: Location of cluster, number of stations and ranks of cluster commanders

Name of the cluster	Number of police stations in the cluster	Rank of the cluster commander
Mdantsane	10	Major-General
King Williams Town	13	Brigadier
Port Alfred	9	Brigadier

Mdantsane has ten police stations with one sector commander who is a major-general. King Williams Town is composed of thirteen police stations with one cluster commander at the level of a brigadier and lastly Port Alfred has nine police stations with one cluster commander at the level of a brigadier as well. Each police station from all three clusters was divided into the minimum of four sectors with the sector commander appointed to oversee and exercise command and control in each sector during the implementation process of sector policing. The above-mentioned stations were used as samples to gather data and questionnaires were distributed to the stations. The sector commanders, station commanders and cluster commanders of all the above-mentioned clusters were used as participants of this research sample to obtain an understanding of the implementation of sector policing. The selection of the participants was subject to the requirement that one must be directly or indirectly involved in the implementation of sector policing. Thus, the sector commanders, station commanders and cluster commanders were targeted in this research to provide an elucidation of the above scenario. The Mdantsane cluster can be used as an example. The Cluster Commander is at the rank of Major-General. He is responsible for ten stations, which fall under his direct command and control. The Station Commanders report to the Cluster Commander for command and control. All SAPS strategies executed by the Station Commanders, including SAPS National Instruction 3/2009 on sector policing are monitored by the Cluster Commander, who also accounts to the Provincial Commissioner for their implementation of all SAPS policies. Thus, in this research study, it was vital to utilise a purposeful sample of the participants involved in the implementation of sector policing. The choice of the above-mentioned participants would resemble the picture for the whole of the Eastern Cape Province with the following characteristics: rural and semi-rural set up, urban and semi-urban set up, various rank

structures, level of resources utilised by the police stations, and the prevalence of crime. The geographical delimitation of the Eastern Cape Province consists of 22 policing clusters and 196 police stations. The criteria used to select participants for the completion of questionnaires were as follows (both qualitative and quantitative approach was as follows):

1. One-hundred-and-twenty-one participants from three clusters.
2. Sector commanders, station commanders and sector crime forum chairpersons were considered for the completion of questionnaires in each cluster.

For the quantitative approach, 179 questionnaires were administered to participants targeting the station commanders, cluster commanders and sector commanders.

Data collection instruments and administration

In this research, data were collected from primary sources using questionnaires, perusal of sector policing minutes and inspection reports (documentary analysis). Secondary sources such as government publications, national instructions on sector policing, and government documents were utilised. Thus, the research suggests that the instrument used in this research for data collection methods was quantitative.

Data analysis procedure and method

As pointed out by De Vos, Strydom, Fouche and Delpont (2011:336) data analysis in this research was structured in a way that it brings structures, order and meaning to the data. In this research, the data was analysed using questions to derive the themes, compared across participants' responses to provide clarifications, consensus and differences. Hence, Denzin and Lincoln (1994:33) are of the view that the researcher must construct qualitative interpretations, as nothing speaks for itself. In this research the researcher acted as an interpreter to ensure that the reader understands the phenomenon being studied. The qualitative data was analysed by organising it into categories based on concepts, similar features or themes as mentioned above (Neuman, 2011:508).

Techniques used to interpret and analyses the data

Mouton (2004:108), suggests that data analysis involves "breaking up the data into manageable themes, patterns, trends and relationships." Hence the gathered data in this research was placed in manageable themes, patterns, trends and relationships to assist the process of interpretation and analysis. The data was also coded to make it suitable for statistical analysis. Coding is the assigning of codes in the form of symbols (usually numbers) for each category of each answer or variable in the research. The data collected was coded and categorised to see their patterns and interrelatedness, data were processed using the Statistical Package for Social Sciences (SPSS), analysis system (Holliday 2001:100). In addition to the SPSS, data ought to be analysed by using Mind Mapping, Excel spread sheets, and figures, charts (e.g. Pie charts) and graphs, which allowed for a comprehensive discussion, including descriptive statistical analysis and graphical presentation of data. The above-mentioned principle was used to interpret and analyse the data collected in this research. Holliday (2001:100) postulates that in analysis, the raw data can be facilitated through thematic organisation. The data was analysed in a descriptive manner to produce a comprehensive interpretation of the data against existing theories on the evaluation of the SAPS sector policing.

Ethical consideration

For this research, permission was granted by the South African Police Service in compliance with the South African Police Service research policy. The University of Fort Hare Ethical Committee also allowed the researcher to continue with this research by giving approval to an application submitted by the researcher. The researcher furnished a consent form to each research participant before the interview was conducted. The researcher explained that there were no preconceived risks or dangers associated with participation in this research and that participants would not be physically or emotionally harmed in any way. They were reminded that they were free to terminate the interview at any stage. It was explained to them that should they wish to withdraw, all data that had been already collected would be destroyed immediately.

RESEARCH RESULTS

The results are presented as follows:

Demographic characteristics of the participants

Data were gathered to evaluate the personal details of the participants using the questionnaires (gender, race, age, and educational qualification). The statistics are provided in the form of percentages, which have been rounded up to the first decimal point. The participants were made up of sector commanders.

The gender of the participants shows that males constituted 62.4 per cent and females accounted for 37.6 per cent. The interpretation about the above results could be the following reasons: males are more preferred gender to be appointed as sector commanders compared to females by the station commanders. This could be attributed to the fact that males preferred to work outside the offices and conduct operational duties other than to be office bound. It is clear in the above break down that the male police officers are mainly deployed to execute the implementation of sector policing duties in their station areas because of the reasons advanced above.

The results on the distribution of race of the participants indicate that most the participants were black Africans who made up 84.1 per cent. The remaining racial groupings were as follows: Coloureds were 7.9 per cent, Indians constituted seven per cent whilst Whites constituted 4.6 per cent.

It is clear from the above results, that the Province of Eastern Cape that sector commanders were largely Black persons. The high number of Black African participants could be attributed to the fact that they are the majority in both the police and the local communities. Based on these findings it is expected that Black African sector commanders have got a better understanding of their communities in many aspects and this could improve the implementation of sector policing.

With regards to the age of participants, most participants were in the range of 40-49 years of age, which constituted 49.4 per cent. The other participants were aged as follows: 30-39 years – 27 per cent, between 21-29 made up ten per cent and participants between 18-20 years old constituted 6.5 per cent. Lastly, the age of 50 and above constituted seven per cent. It is noted that the police who were between the ages of 42 and 50 years were the majority of those deployed by the Station Commanders to implement sector policing in the SAPS. The interest within the SAPS members at the above-mentioned age could be interpreted as the fact that they were concerned about the crime problems affecting their local communities and acted as responsible officials to make a major contribution in eradicating crime in partnership with sector partners. This could also be attributed to their experience and length of service in the SAPS, where they were required to

strive for excellence and lead by example in the SAPS in implementing sector policing for their younger colleagues to emulate.

Concerning the educational qualifications of the participants, the research yielded the following results: most of the participants (54.1%) indicated that they had a Standard 10/Grade 12 high school qualification. The other educational levels of the participants were as follows: below Grade 12 – 1.2 per cent; in possession of a National Diploma: 18.8 per cent; BTech degree: 10.6 per cent; Degree: 5.9 per cent; and Post Graduate Degree: 1.2 per cent. This is a matter of concern for the station commanders to deploy in the implementation of sector policing a majority of sector commanders who are not well educated (i.e. do not have a tertiary qualification after school education). It is a known fact that any strategy has got its pros and cons which requires dynamic and knowledgeable employees to deal with those challenges upfront. In support of the educational qualifications of the participants, Klipin (2002:1-2) argues that before 1994, South Africa had eleven (11) police agencies. Amongst the above-mentioned police agencies, the South African Police (SAP) was the best resourced and spared no expenses in conducting their primary functions, including that of training. Some recruitment criteria were very different for each of these eleven policing agencies. In some only two years of high school education was an entry requirement. In the end, after amalgamation, many police officials were functionally illiterate. Such members would stay in the SAPS up to fifteen years or more. Increasing pressure was placed on Human Resources for training and development processes. A further factor in this situation being that all recruitment was blocked for up to three years, the numbers of functionally illiterate SAPS members, and the huge backlog of suitably trained and experienced police officials (Klipin, 2002:1-2). The SAPS is also challenged with the fact a large number of experienced police officials left the organisation post-1994, taking their skills and experience with them. To make matters worse, a suspension of training programmes for a substantial period due to limited funds also took place, which created a backlog of training, as well as a shortage of personnel (Klipin, 2002:3). It is clear from the above argument that the experience and educational levels of the sector implementers was influenced by these contributing factors and therefore the implementation of sector policing would definitely be affected.

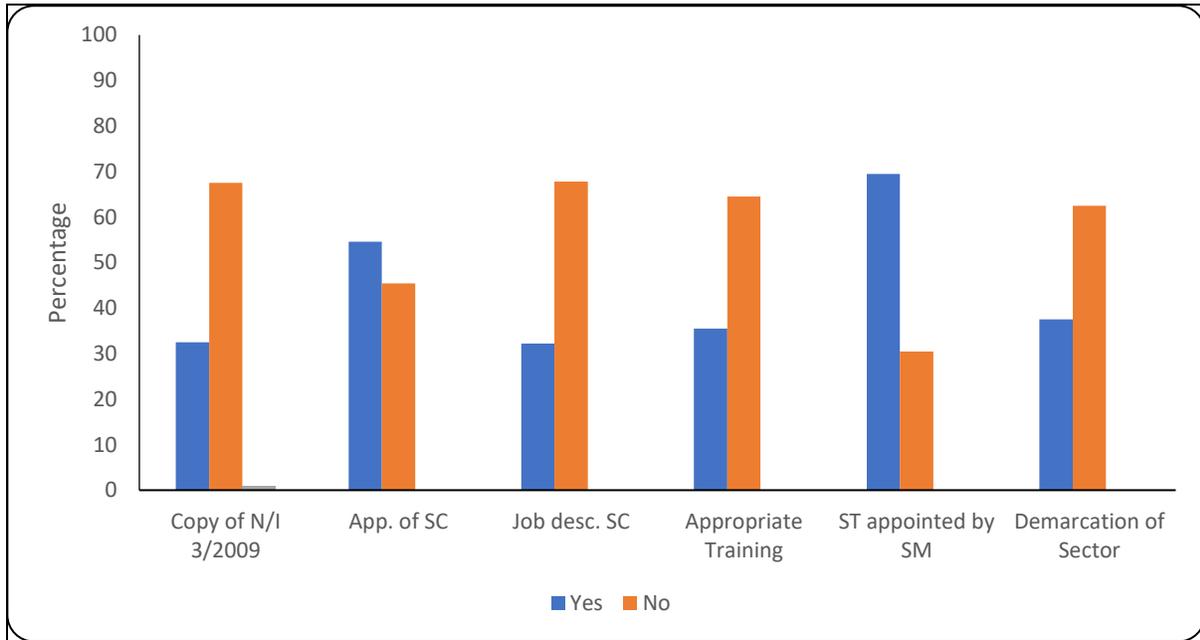
Compliance with the National Instruction 3/2009 on sector policing in the Eastern Cape

The National Instruction 3/2009, prescribes the following minimum standards set as criteria for the implementation of sector policing, namely:

1. The police station's area must be demarcated into manageable sectors;
2. A permanent member must be appointed as a sector commander to manage and co-ordinate all crime related activities in the demarcated sector;
3. The appointed sector commander(s) must compile a sector profile for each demarcated sector,
4. 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 service delivery based on the available resources;
5. A sector forum must be established or an existing community structures may be used as an alternative, to support community interaction and participation in crime prevention initiatives (South African Police Service (SAPS), 2009:3-4).

In this research, it was revealed that SAPS compliance on the implementation of sector policing requirements laid down in the National Instruction 3/2009 minimum standards as reported above are illustrated in Figure 1 below.

Figure 1: Compliance imperatives: National Instruction 3/2009



It is clear from the above figure that most participants (67.5 percent) indicated that they had a copy of the National Instruction 3/2009 on sector policing in the station sector file whilst 32.5 per cent indicated that a copy was not in place in the station sector file. Contrary to the above results, the perusal of sector files and inspection reports conducted by Management Intervention (Division formerly known as Inspectorate) on the same matter also revealed that 39 per cent had a copy of the National Instruction 3/2009 on sector policing and 61 per cent shows that the sector commanders did not file these copies of National Instruction 3/2009. These results bring a mixed feeling with regards to the instruction of keeping a copy of the NI 3/2009 in the file. The non-availability of copies of the National Instruction in the station sector file revealed by the perusal of inspection reports and station sector files is a matter of concern. It shows poor compliance with the sector policing policy when one takes into consideration the period when the policy was executed which dates as far back as 2003 (even though only rolled out nationally in mid-2010). This can be attributed to many factors, but poor command and control were central to the non-compliance with the above-mentioned directive. The purpose of ensuring that a copy of the NI 3/2009 on sector policing policy is in the station file is for the implementers to be well vested with content and guidelines of the policy.

The research also established that sector commanders appointed in writing constituted 45.4 per cent whilst 54.6 per cent were not appointed in writing by the Station Commanders as prescribed by the National Instruction 3/2009. This omission might be an indication of poor understanding of the National Instruction 3/2009 by the Station Commanders in the implementation of their responsibilities. The Station Commanders are expected to lead by example in their police stations and in complying with SAPS policies. The deviation by the Station

Commanders identified in this research on the implementation of sector policing might bring unwarranted results and could impact negatively on service delivery. This is also a matter of concern when the accounting officers, such as the station commanders, failed to comply with the policy (NI 3/2009) prerequisite of the SAPS. This omission raises concerns as to whether the Station Commander can provide the necessary support and guidance to the sector commanders to ensure that sector policing is implemented and executed as per the policy imperatives. These results were also reinforced by the findings obtained from the sector commanders' files, which showed that 72.8 per cent of the sector commanders were not appointed in writing and only 27.2 per cent of copies of these appointment letters were found in their personal files.

With regards to compiling the job descriptions, data indicates that 67.8 percent of the participants were in possession of job descriptions and 32.2 percent did not have job descriptions. There are other policies within the SAPS that make the job description a prerequisite for quarterly assessments. It is a matter of concern that the majority (67.8 percent) of participants were found to have job descriptions that did not reflect the key performance areas that were not talking to daily executed activities as prescribed by the NI/2009. The implication of not having proper job descriptions could be interpreted as poor command and control and that could be further interpreted as follows: sector commanders do not account for poor or non-existence of sector policing in their station precinct when it comes to quarterly assessments.

The fourth finding also revealed that sector team members, who had not received sector policing training, constituted 64.5 per cent, whilst 35.5 per cent had been afforded an opportunity to receive training in sector policing. The high percentage of the participants who had not received any such training can be attributed to several factors, namely: the trained members did not remain in one post for too long (for several reasons); some of the members could have been promoted to higher posts, died, transferred to other stations, retired or resigned from the SAPS.

The appointment in writing of sector team members by the station management constituted only 30.5 per cent and those who were not appointed in writing constituted 69.5 per cent. It is clear from these findings that some of the station management commanders are not clear about their responsibilities since these findings reflect a high percentage of sector commanders and sector team members not appointed in writing as prescribed by the policy in question.

Sector policing, as a SAPS policy, was instituted during 2009, operationally rolled out nationally in operational terms in 2010 (there had been various pilot projects in Gauteng during 2003-2004) and it had still not been fully executed by 2017. The results show that some team members in the sector teams had not been appointed to execute their duties in compliance with the National Instruction 3/2009 on sector policing.

The results on the demarcation of the station area into sectors show that 62.5 percent agreed that the police station area was demarcated into sectors and 37.5 per cent indicated that the station area had not yet been demarcated into sectors. The objective of sector policing being to bring the police service closer to the local community and enhance partnerships with sector community members. The results shown in the above figure are a clear indication that the above objective of sector policing had not yet (at the time of the research) been successfully achieved. This could mean that the stations that have not yet demarcated their station areas into sectors are disadvantaging the local communities of the service that is guaranteed in Section 205 of the Constitution of the Republic of South Africa, 1996.

Sector profiles

The data obtained from the participants on the compilation of sector profiles show that most the participants (70.8 percent) stated that sector profiles were in place in their stations. The participants who did not have sector profiles in place constituted 29.2 percent. The compilation of sector profiles is one of the prerequisites of sector policing. The sector profile is the planning tool that is used by the sector commanders and their teams to provide direction in identifying the policing needs, concerns, perceptions and abilities of local sector communities. The sector profile must be compiled to address the sector’s policing needs in respect of improved service delivery and police community relations. Therefore, if 29.2 percent of the participants have not compiled the sector profiles, it could mean that the service expected to be provided by the sector commanders in the form of implementing sector policing is affected. The advantages of having a sector profile as stipulated in the NI 3/2009 are as follows:

- Assist in identifying all the relevant role players to be involved in the establishment of a sector forum as well as possible participants for community launched projects,
- Organise information on the sector in a way that will be useful in planning policing strategies,
- Provide a clear picture of what the sector looks like, and
- Identify crime problems and community safety issues.

Thus, if there are some sector commanders who have not compiled the sector profile this might disadvantage the local communities on service delivery expected from the SAPS.

Sector manageability and street names

The established sectors manageability and street names are illustrated in figure 2.

Figure 2: Manageability of sectors and street names



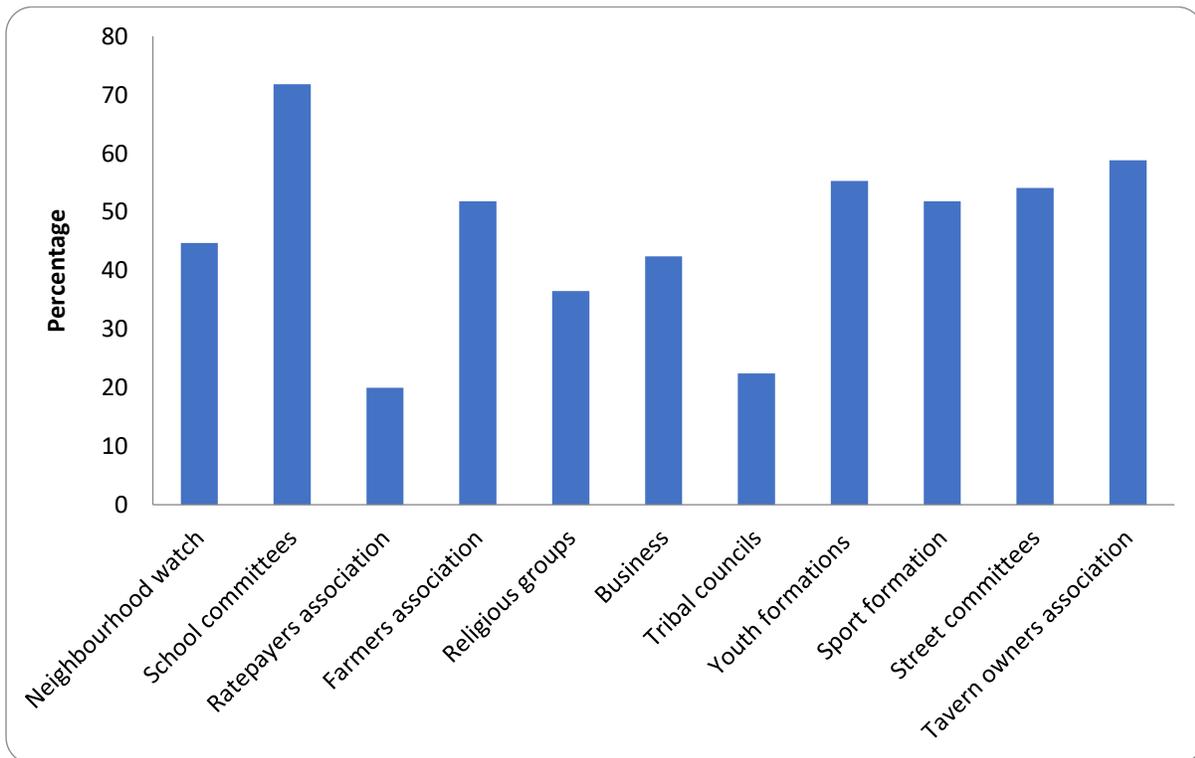
The Station Commander must take the initiative to implement Sector Policing by firstly dividing the policing area into manageable sectors. A thorough analysis of the circumstances, including the available resources (human and logistical) and community served in the police station area must be taken into consideration. In this research, 43.5 percent of the participants agreed that the demarcated sectors were manageable, and 56.5 percent of the participants believed that they were not manageable. It is clear from the above results that the sectors in place were not manageable when one takes into consideration the outcome from data. One can conclude from these results that in the Eastern Cape Province there is need to improve the manageability of sectors. The results shown in Figure 6 are an indication of lack of resources as the same argument prevails during the interviews and group discussions with the participants. The hindering factors identified in Fig 6 could play a role in the poor implementation of sector policing in the Province of the Eastern Cape.

With regards to street names, most participants (64.7 percent) indicated that street names were in place in their sectors and 35.3 percent said there were no street names. The areas identified to be without street names could possibly be those found in the informal settlements, new RDP houses and rural localities. The implementation of sector policing in the sector where there are no streets names can be a challenge for a quick response to attend to complaints. The non-availability of street names can have negative bearings on service delivery and could also make sectors difficult to manage and provide a professional service.

Community structures

The community structures utilised by sector commanders are presented in figure 3.

Figure 3: Community structures

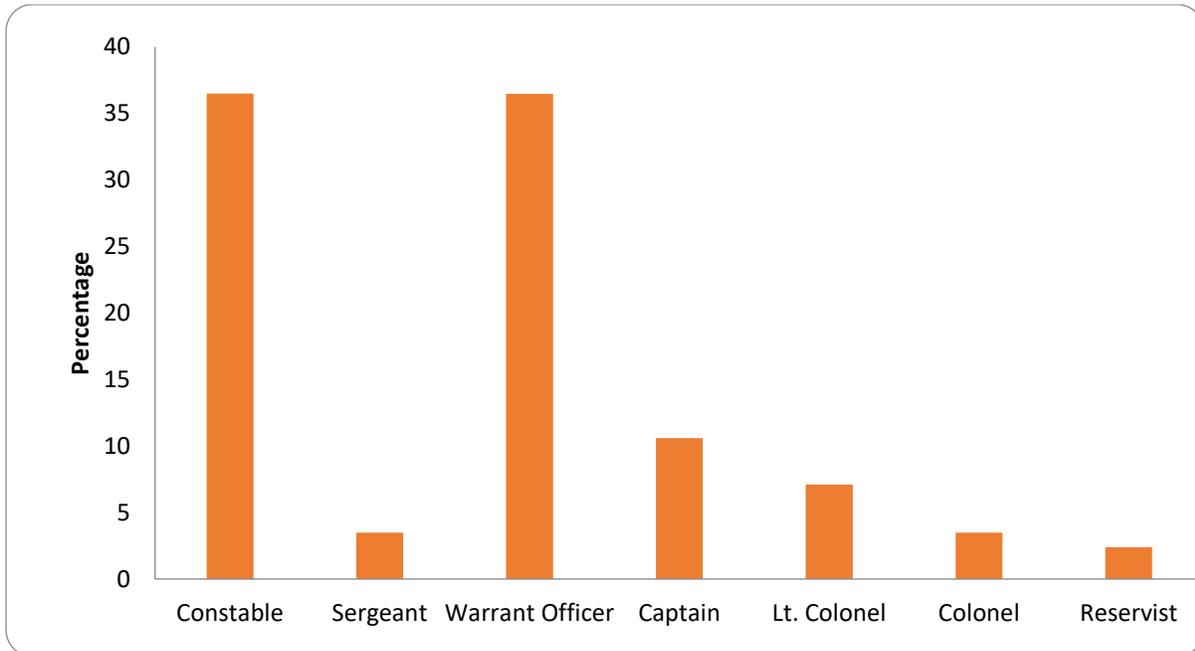


The findings on the implementation of sector policing assessed with the utilisation of the community structures revealed the following results, school committee (71.8 per cent), tavern owner associations (58.8per cent), youth formation (55.3 per cent), street committees (54.1per cent), sport formations and farmers’ associations (51.8 per cent) each, neighbourhood watch (44.7 per cent), business (42.4 per cent), religious groups (36.5 per cent), tribal councils (22.4 per cent) and ratepayers’ association (20 per cent). The utilisation of these structures varied, and it is not certain whether the SAPS applied a particular criterion to choose one of them for the benefit of proper implementation of sector policing. If there was a profile for each structure before a decision was taken to utilise them, it could yield satisfactory results as each has got its own strengths and weaknesses. The point of the matter is that school committees were more useful simply because the learners could reach most of the local communities. The tavern association also played a major part, as most of the people liked going to social gatherings to talk about new things around the same table such as in taverns. Community crime prevention initiatives or structures are generally understood to be a community-oriented activity supported by local police to prevent crime. Thus, the utilisation of the available community structures on an equal basis could yield good results with regard to the implementation of sector policing in SAPS.

Deployment of sector teams

The members who formed sector deployment teams are displayed in figure 4 below.

Figure 4: Sector teams



The findings on the deployment of sector teams show that sector commanders made up 85.9 percent and therefore were the most deployed officials in the sectors. Secondly, relief members constituted 61.2 percent. Furthermore, reservists were 54.1 percent while detective members had 52.9 percent. In addition, the crime intelligence members made up 42.4 percent and communication officers, 25.9 percent.

The sector commander is supposed to lead the sector teams in the sectors and the results indicate that they are the majority in the sector teams. They are entrusted with the responsibility to

co-ordinate all policing activities in the demarcated sector in consultation with his or her visible policing commander at the police station level.

Vehicle distribution

The vehicle distribution per sector is shown in figure 5 below as follows.

Figure 5: Number of vehicles

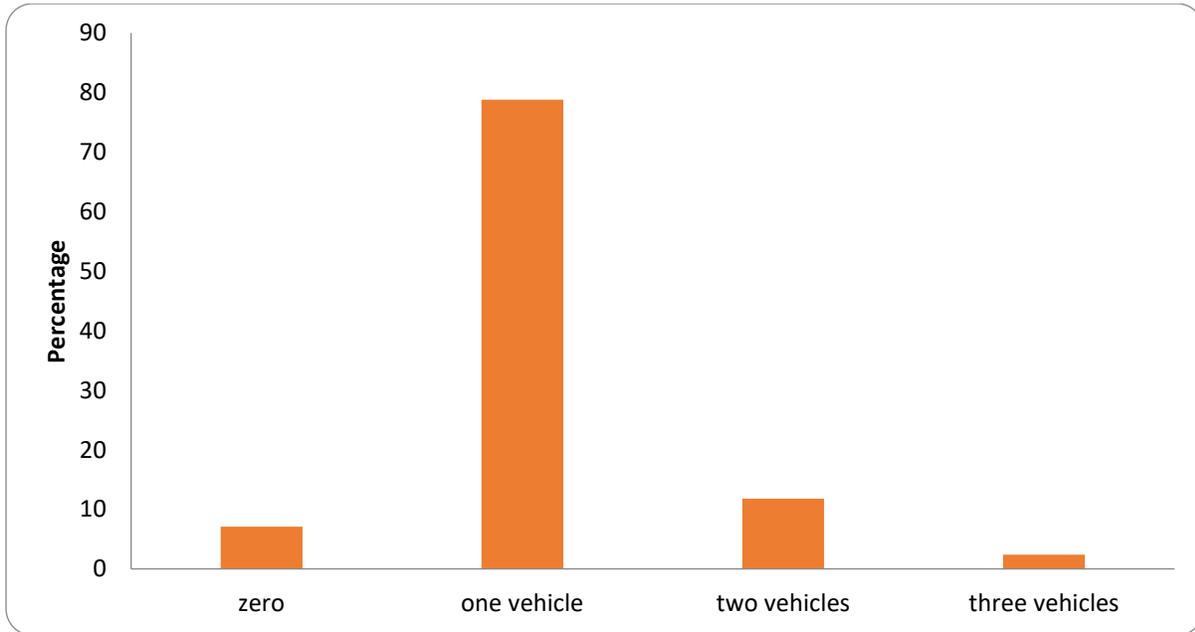
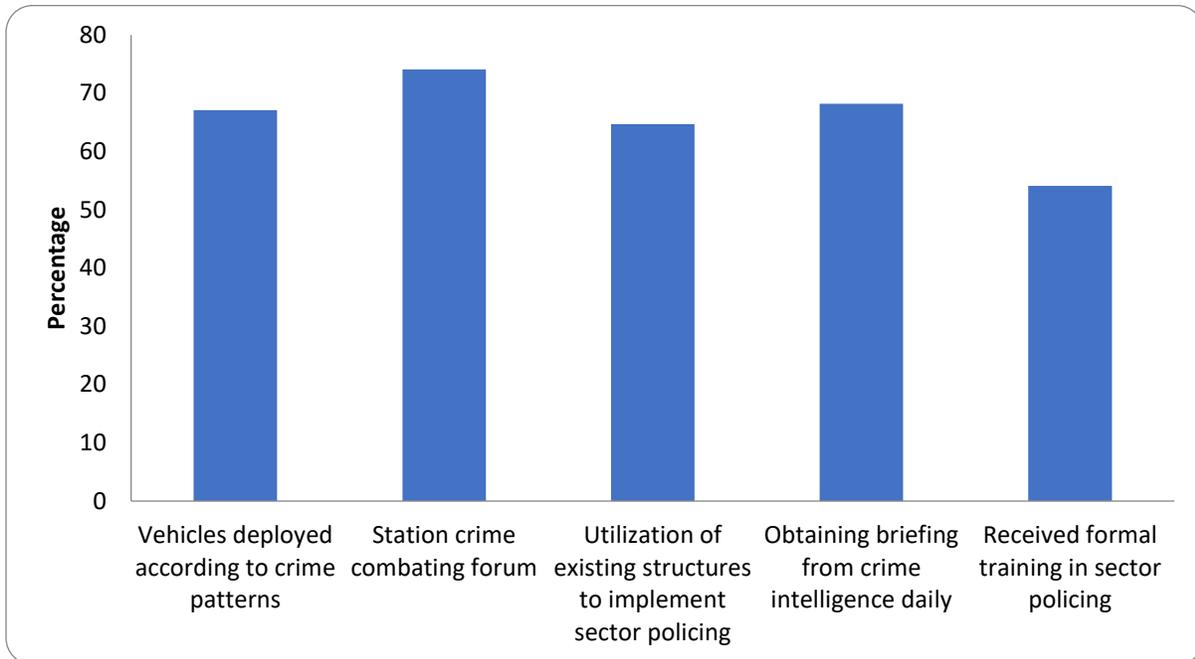


Figure 5 above shows that vehicle distribution for the effective and efficient running of sectors. The participants revealed that the distribution of vehicles was as follows, 78.8 percent maintained that one vehicle was allocated to their sectors while 11.8 percent said two vehicles were allocated to their sectors. The results also show that 7.1 per cent reported that there were no vehicles allocated to their sectors. The minimum standard requires the station commander to divide the station area into manageable sectors that enable the station commander to render a 24-hour service within each of the sectors and establishment of a sector crime forum. Each sector must have one vehicle with two members per vehicle. The data pointing out that 78.8 percent said there was one vehicle for the sectors shows poor implementation of the National Instruction 3/2009 on sector policing if one takes into consideration the 7 years in which this strategy has been executed. The group discussions with Station Commanders also reflected the shortage of vehicles for utilisation in the sectors. It is essential for the SAPS to realise that any project to succeed one needs to priorities the important resources which plays a major role for the implementation of the strategy. The vehicles are playing a major role in the SAPS, such as police visibility, mobilise the members of the community to attend the sector meetings, attend to community complaints and quick reaction to any incident of crime which requires police attention as well as providing feedback in cases already reported to police.

General aspects of sector policing

The results from data relating to the above-mentioned topic are illustrated in Figure 6 below.

Figure 6: General aspects of sector policing



The results from figure 6 above depict that the objectives of sector policing cannot be achieved if 32.9 percent of vehicles are deployed per sector and are not deployed per crime patterns as data from (67.1 percent) indicate. Most sector activities require the services of vehicles. Vehicles are among the most important resources that require prioritisation for operational and administrative duties within the sectors.

The participants who indicated station crime combating forum established in each police station constitutes 74.1 percent whilst 25.9 percent of the participants indicated that station crime combating forum was not in place. The objective of the crime combating forum in South Africa is to manage, monitor and co-ordinate crime combating actions at station level. Even though some Station Commanders were each routinely holding the Station Crime Combating Forum (SCCF) the statistics shows that 25.9 percent of the stations were not holding SCCFs. This picture does not look good and many interpretations could be deducted out of it. The poor holding of SCCF as a monitoring tool could omit some policing objectives. This practice could have adverse results in service delivery and disadvantages the local communities in receiving the quality service as guaranteed in Section 205 of the Constitution of the Republic of South Africa 1996. The holding of SCCF also assists the station management in the identification of hotspot areas and the deployment of resources accordingly.

The existing structures utilised in the implementation of sector policing constituted 64.7 per cent when the participants were asked in this research. The other 35.3 per cent disagreed that the existing structures were utilised by the sector commanders to implement sector policing. This is a significant percentage of existing structures used by the sector commanders for the implementation of sector policing. This engagement allows space for better ideas from multi-disciplinary teams to engage one another.

The briefing obtained from crime intelligence with regards to crime activities around each sector is important. Most participants (68.2%) agreed that crime intelligence was conducting crime briefing to ensure that all operations within the sectors were intelligence driven. A total of 31.8 percent of the participants indicated that crime intelligence was not doing briefings. This could lead to fruitless expenditure if operations within the sectors were not intelligence driven.

It was also mentioned that 54.1 per cent of the participants have not yet undergone formal training from SAPS and 45.9 per cent of participants have agreed that formal training is not yet rendered to sector team members. Training plays an integral part for service delivery. If members were not properly trained, SAPS stood a good chance to fail in the implementation of sector policing. The main objective of introducing sector policing is to foster and establish partnership within local communities in order to create safe and secure environment. If the operational measures put in place by SAPS are weak and not supportive to the main objective, the implementation of sector policing will not achieve the desired objectives. Hence it is recommended that sufficient vehicles can be made available by SAPS and Station Crime Combatting Forum to be informed and directed by local community needs and hotspot areas. The utilisation of local community structures be optimal utilised. Police operations must be intelligence-driven and lastly police officials must be trained on a continuous basis on sector policing programs and courses.

Capacitating of sector policing teams

The research sought to find out about the training of sector team members and the results are shown in figure 7 below.

Figure 7: Members trained

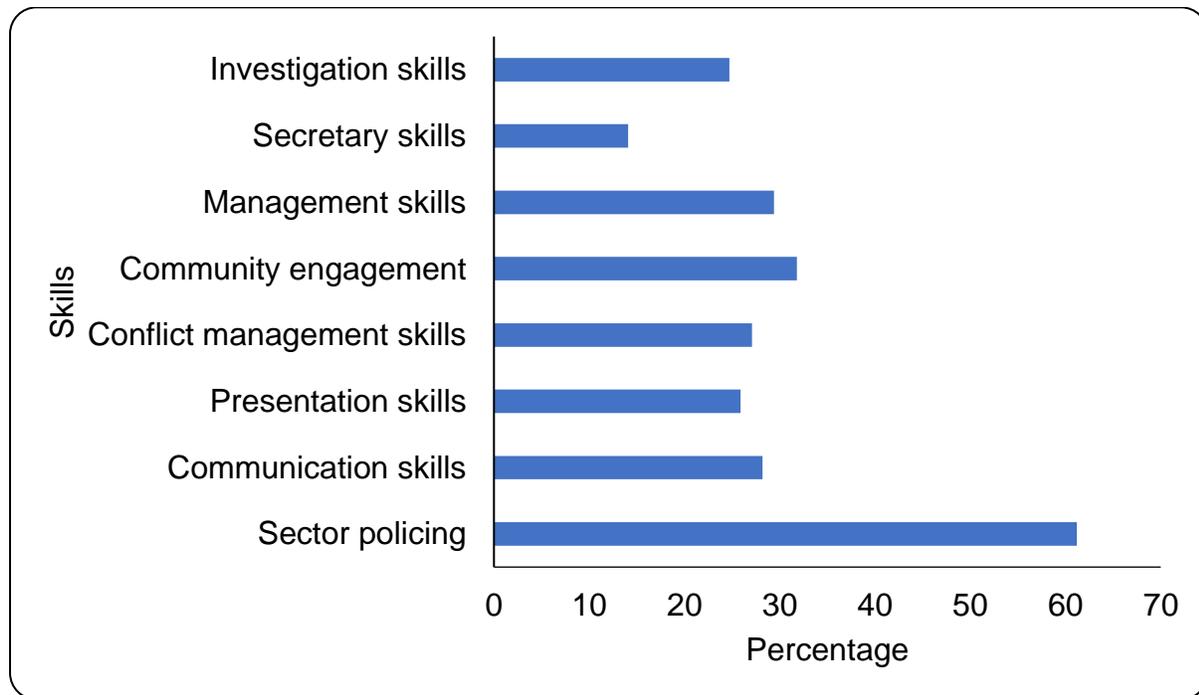


Figure 7 shows that participants (61.2 percent) agreed that the sector policing training was provided to sector team members. Secondly, community engagement training as attested to by 31.8 percent, compared to management skills training with 29.4 percent. Furthermore, training in communication skills was attested to by 28.2 percent, conflict management skills 27.1 percent and

training in presentation skills 25.9 percent as reported by the participants. Finally, the participants (24, 7 percent) stated that they received investigation skills training while 14.1 percent received training in secretarial skills. It is noted in figure 12, that the most offered training to sector team members was Sector Policing. It could be better if balance as drawn between the sector policing and communication skills, and presentation skills. The concept of sector policing is expected to be communicated to internal and external stakeholders such as for example; local communities so that they can understand and support the new policing strategy. The lower percentage of communication skills training indicate that this area needs to be prioritised by the SAPS management. The skill is central in communication within and outside the organisation. It assists the team members to be able to market the sector policing as a strategy to sector community members.

Sector policing marketing strategies

Sector policing as a policing strategy was marketed to local communities as the following results depict. A total of 78.1 percent of the participants indicated that it was marketed to local communities and 29.9 per cent reported that it was not marketed to local communities. It is important that any service that intended to be used by the community, a marketing strategy needs to be prioritised to ensure that the consumers of the service understand the benefits of the strategy.

Participants were also asked to state the operational marketing strategy that they had used in the implementation process of sector policing and the results are shown in figure 8 below.

Figure 8: Sector marketing strategies

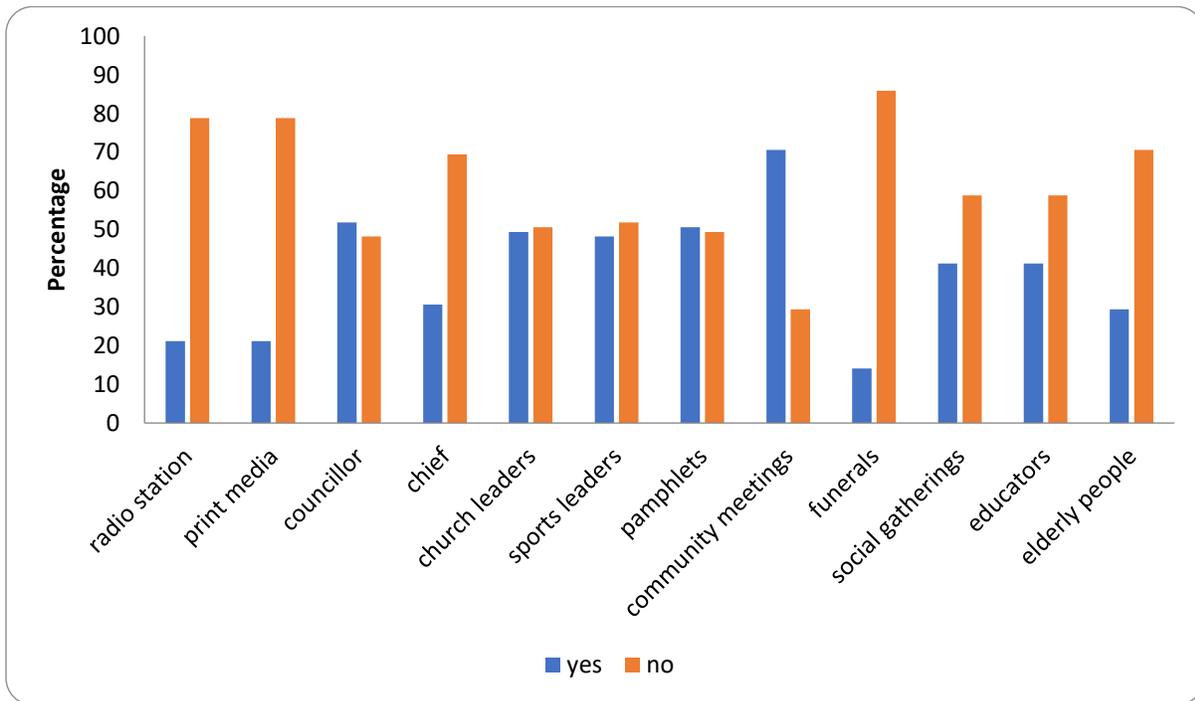


Figure 8 reveals the sequence of strategies used in marketing the implementation of sector policing. It is noted that the most utilised structure for marketing sector policing was the local community meetings, which constituted 63.5 percent. In these meetings councillors (44.7%) were used to market sector policing. The meetings of councillors were held on a regular basis to give feedback on matters relating to community needs. The sector commanders were believed to be

utilising those opportunities to ask for a slot to market sector policing. The following structures utilised by the sector commanders yielded these results, pamphlets (43.5 %), church leaders (42.4 %) and sport leaders (41.2 %). All the above-mentioned structures seemed to be getting less attention as their ratings were below 50 per cent. It is not clear as to why the three-above structures are not optimally utilised as they are always having more people to market whatever strategy. Sector commanders could be working during the week and they are not available during the week end when these structures are fully operating.

The other most important structures that were rated less by the participants were the social gatherings (34.1%), educators (34.1%), chiefs (23.5%), local print material (14.1 %), local radio stations (14.1%) and funeral gatherings (7.1%). If proper planning was in place for the marketing of sector policing, the above structures could have introduced sector policing and obtained satisfactory results. The implementation of sector policing would have been properly done if the SAPS had come up with a good implementation strategy.

One of the prerequisites in the implementation of sector policing is to compile the sector profile. In the process of compiling sector profiles, the sector commanders are directed by the policy to identify local key stakeholders. The availability of stakeholders and resources at the disposal of sector commanders is presumed to ease the marketing strategies and implementation processes of sector policing thereof.

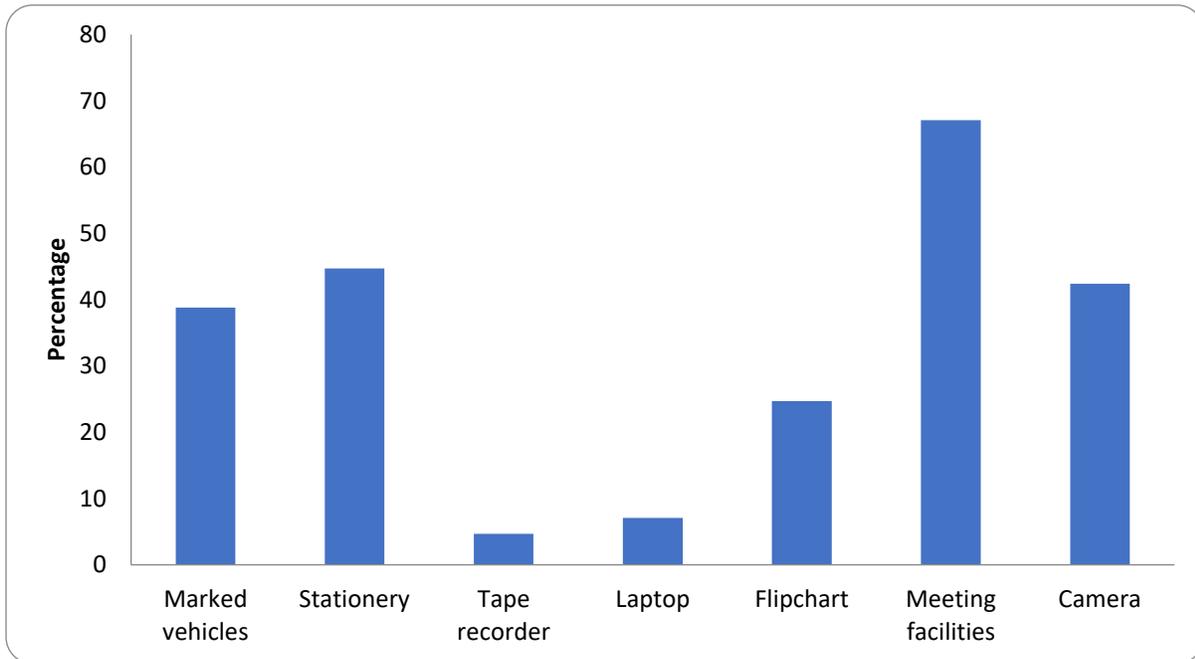
The matter of concern is that the SAPS could not take into cognisance and analyse the strategies that could have a positive impact on the implementation of sector policing as this would assist in mobilising the resources and encouraging optimal utilisation of those resources. Media is always regarded as the most important marketing tool used by many organisations for the implementation of any strategy. Eastern Cape is too rural, which could suggest that the Chiefs and church leaders should have been optimally utilised to ensure that community members have a buy in the implementation of sector policing.

Agenda for sector meeting

The research on the issuing of the agenda before meetings revealed the following results. The majority (87.1 percent) of the participants agreed that they did not receive the agenda before meetings. Only 12.9 percent of the participants said that other sector crime meetings conducted were without agenda before the meetings. The agenda for any meeting to be held prepares the members of the meeting to participate fully and seek clarity on aspects that would be tabled in the meeting that are not clear. An agenda is also an instrument that guides the sector commanders to steer meetings in a targeted direction to address the objectives of sector policing. The implications of not issuing it in time would affect the objectives of the implementation of sector policing. It is recommended that the SAPS managers/station commanders must consider issuing the agenda in advance in order to be perceived as an organisation which acts according to South African Police Service Code of Conduct.

Resource allocation

The resources allocation for the effective implementation of sector policing cannot be emphasised and are revealed in figure 9 as follows.

Figure 9: Resource allocation

The results about the facilities to hold sector crime forum meetings accounted for 62.1 per cent whilst participants 37.9 per cent also revealed that at some stage they did not have facilities to hold the above-mentioned meetings. The participants also indicated the following on resource allocation; the availability of stationery was indicated by 44.7 percent; camera provision was by 42.4 percent of the participants while the availability of marked vehicles was attested to by 38.8 percent. The participants who made up 24.7 percent maintained that there was provision of flipcharts and the availability of laptops constituted 7.1 percent while tape recorders scored only 4.7 per cent.

It is clear on the above- mentioned results that resource allocation faces lack of prioritization by the Station Commanders. The results in figure 14 show low percentages even for most essential logistical equipment such as vehicles, which are required to be used by sector teams daily to ensure proper implementation of sector policing. These results could make one to conclude that sector policing was not taken seriously by the authorities in the Eastern Cape Province. If the resources allocated for the effective and efficient implementation of sector policing shows a decrease, it will yield poor service delivery to local communities in the sectors. It is recommended that the SAPS should be guided by the SAPS code of conduct by utilising the available resources responsible. *Allocation of resources:* The SAPS should ensure that all the required resources are available.

Communication equipment

The allocation of communication equipment is essential for the enhancement of communication channels between the members of the police, stakeholders, local community and the sector community forum members.

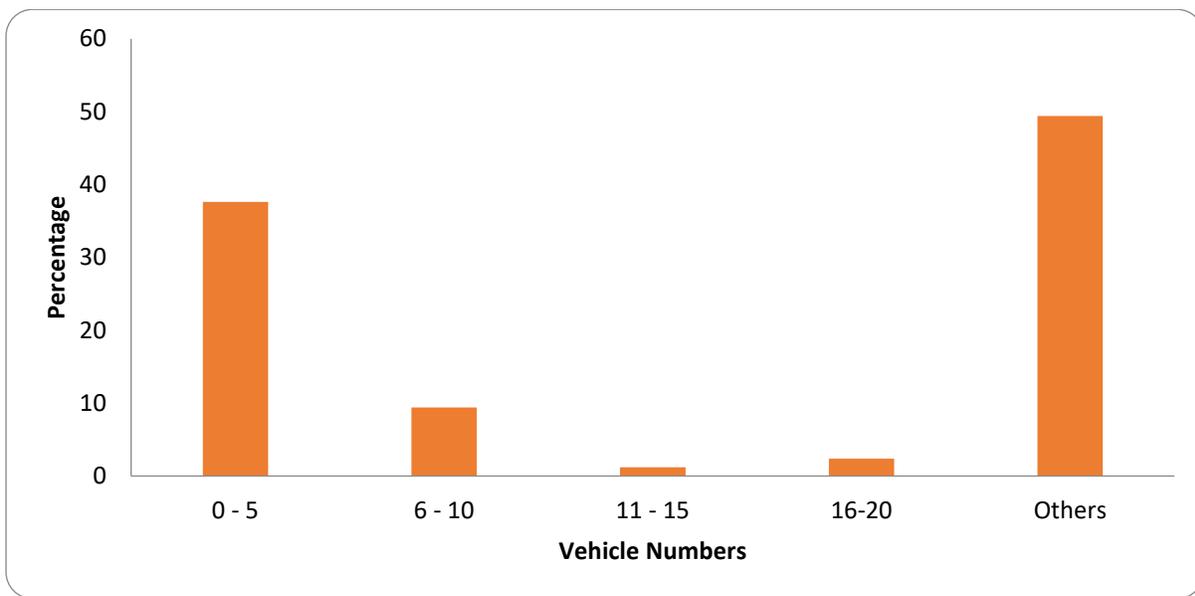
The results of this research show that vehicles marked with cell phone numbers as reported by the participants accounted for 24.7 percent and most participants (75.3%) indicated that there

were no cell phone numbers on the vehicles allocated in their sectors. It was also reported that vehicles that were equipped with two-way radios made up 49.4 percent while 50.6 per cent of the participants stated that their vehicles did not have the two-way radios. The results show poor allocation of communication resources. The above might have negative results towards the objectives of the implementation of sector policing. Same goes to the availability of sector commander’s cell phone numbers in the sector police vehicles that the SAPS should prioritise an effective communication network to ensure the success of this strategy.

Vehicles linked to Automated Vehicle Location (AVL)

The participants reported on the operational vehicles linked with Automated Vehicle Location (AVL) system is as shown in figure 10 below.

Figure 10: Vehicles Linked to Automated Vehicle Location (AVL)



The linking of vehicles to AVL shows that most of the state vehicles are linked to AVL. The AVL is the monitoring device provided by the SAPS to monitor the movement of vehicles within the SAPS to minimise the misuse of vehicles. The results from the participants indicated that from 0-5 drivers accounted for 37.6 percent on the AVL. The results also exposed that most of the drivers (62.4 percent) indicated their vehicles were not linked to AVL, or if they were linked to AVL, the station management was not monitoring the movement of these vehicles. An interview with one respondent also revealed that:

Some of the drivers are tempering with vehicle batteries. And the process of reinstalling the AVL is not clear to the Commanders. There is no initial investigation conducted by the Commanders to determine the culprit and consider disciplinary actions against the defaulters.

Deployments of members and quality of service

The results from the research shows that 42.4 per cent of the participants were satisfied with the deployment of staff members and 57.6 per cent were not satisfied with the deployment of members in the sectors. It could be deduced from the above-mentioned results that there are discrepancies in most police stations when it comes to the deployment of members in the sectors. The station management are not adhering to the NI3/2009 policy prescript when it comes to the deployment

of staff members. These challenges will impact negatively in the implementation of sector policing and could lead to poor service delivery.

With regards to the quality of service rendered to the members of the local community in policing related matters, most participants who made up 81.2 per cent indicated that quality service is rendered to local communities and the 18.8 per cent do not render quality service to the local communities. This is a matter of concern when the station management are deploying members of SAPS to local communities who do not adhere to their code of ethics and display professionalism in executing their job. These members who do not have an interest in dealing with policing matters cannot be given a responsibility to implement sector policing. This challenge could be attributed to poor training and command and control by the commanders.

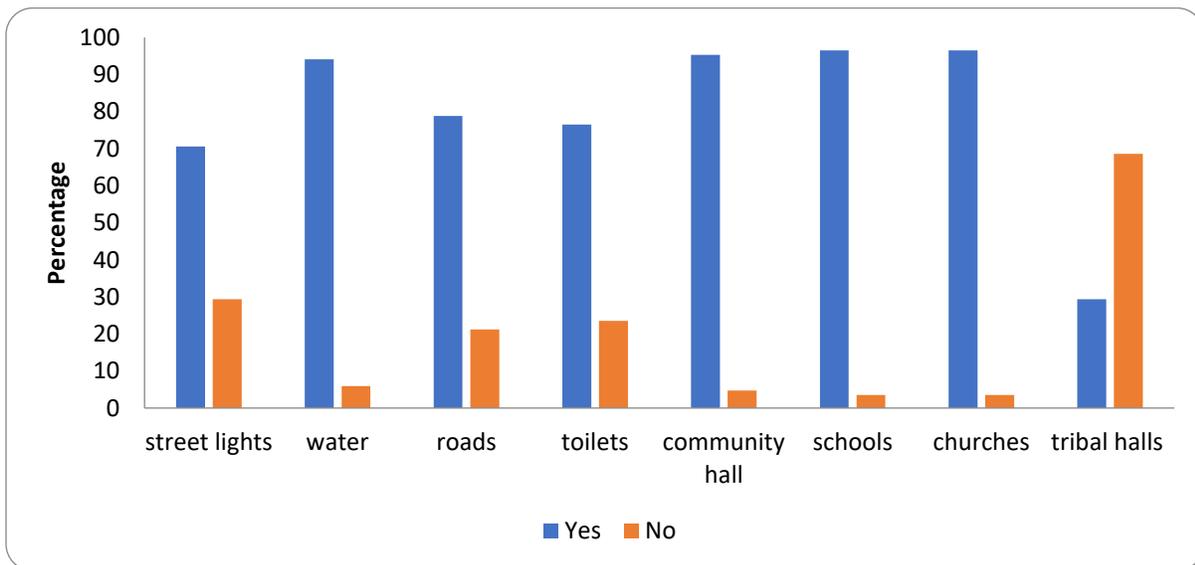
Station geographic classification

It is clear from results that most of the stations in this research are classified as follows: rural servicing stations make up 71.8 per cent while the urban stations constitute 43.5 per cent and semi-rural 21.2 per cent. The marketing strategy of the sector policing for proper implementation should be informed by the station geographic set up and the level of education of its members. In the rural area, the chiefs and the church leaders are the most relevant structures to be used to reach most people to seek support in the implementation of any strategy. Thus, the deduction of poor implementation of sector policing can be made because the above structures were not optimally utilised to market the concept of sector policing.

Infrastructure in sector areas

This research also sought to find out the infrastructure of the sector areas and the results are depicted in figure 11.

Figure 11: Infrastructure available



As shown in figure 11, the most available facilities for community meetings was reported to be schools and churches which constituted 88.2 per cent respectively while community halls accounted for 85.9 per cent. The other infrastructure utilised by the participants were rated as follows, namely water 85.9 per cent, roads 70.6 per cent, street lights were accounted to 62.4 per cent and tribal authorities’ halls was rated to be 29.4 per cent. The availability of the above

resources cannot be separated from service delivery. It is noted that the most utilised facilities in the above-mentioned list are churches, schools and community halls. The other infrastructures show less rating as it is shown by the percentages in the same figure. This could be since most the stations in the Eastern Cape are situated in the rural areas where street lights and the condition of roads are poor. These factors can also have a negative bearing in the provision of service delivery in the local communities.

Sector Crime Forum activities

The attendance of sector crime forum by the stakeholders show the following results, 50.6 per cent of the participants indicated that stakeholders were attending the sector crime forum and 49.4 per cent disagreed with the attendance of stakeholders in sector crime forum. The stakeholders are playing a critical role as they act as partners in the fight against crime. If the invitation and attendance appear to be poor as shown by the above results, the objectives of implementing sector policing will fall short and the local communities will be the victims of crime.

A sector profile has the following advantage that it will assist in identifying all the relevant stakeholders to be involved in the establishment of a sector forum as well as possible participants for the community launch projects. The above picture does not look good for the optimal utilisation of stakeholders by the sector commanders.

Regarding the invitation of the stakeholders, the participants reported that 69.4 per cent of the stakeholders were invited to attend the sector crime forum meetings and 30.6 per cent of the participants stated that stakeholders were not invited to attend the SCF meetings. This is another matter of concern when sector commanders arrange meetings and failed to invite stakeholders. This matter could be attributed to many factors. One of those factors could be the lack of resources such as vehicles, laptops with emails, cell phones and communication skills as shown earlier on.

The holding of sector crime forum was reported by 71.8 per cent of the participants while 28.2 per cent did not hold sector crime forums. These forum meetings are where the police and local communities are co-ordinating their efforts and identify problematic areas to be able to combat crime in the sectors. It is matter of concern when most forums are continuing without involvement of the stakeholders. It is not clear whether these meetings are held for the sake of reporting back by sector commanders to their managers or more efforts had been made to ensure that the relevant stakeholders do attend and make meaningful contributions.

RECOMMENDATIONS

In accordance with the above findings the following recommendations are made for consideration by the South African Police Service.

Command and control

The SAPS should ensure that improved command and control be instituted by conducting regular sector policing inspections and provide the required operational tools. That a user-friendly template is developed and be given to all Provinces to monitor the implementation of sector policing at police stations. This sector policing template should be executed by cluster visible policing co-ordinators to monitor the implementation thereof. The inspection reports should be tabled to a weekly cluster crime combating forum meeting to monitor the progress and address any revealed shortcomings.

Establishment of post structure

The SAPS should ensure that post structure is established. It is also essential that funded posts are created and filled to enable more personnel to be available to implement sector policing.

Job Descriptions

Proper job descriptions should be compiled to ensure that sector commanders and sector teams are properly assessed in each quarter by the Commanders to ensure that they carry out the task they are supposed to execute.

Training

The SAPS should ensure that continuous training is offered to members of SAPS responsible for the implementation of sector policing and training is prioritised.

Demarcation of sectors

The SAPS should ensure that a process of demarcating the sectors into manageable sectors must be consultative and inclusive process. This process will force the role-players to own the product.

Budget

The SAPS should ensure that the operational budget is put aside for this project.

Provision of incentives

The SAPS should consider providing incentives as a motivational tool to sectors who are meeting the objectives of the SAPS sector policing strategy.

Automated Vehicle Location

The AVL tool should be a priority to ensure that vehicles are patrolling and attending to the complaints as the need arises.

CONCLUSION

Related to the above-mentioned primary sector policing objective, it could be concluded that even though the minimum standards laid down in the National Instruction 3/2009 were executed by many stations, some of the stations were found not adhered to the provisions of NI 3/2009. The research could conclude that compliance with National Instruction 3/2009, was done in an unpremeditated manner by the stations. Although the findings could reveal that some of the minimum standards such as the appointment of sector commanders were executed, there were some contradictory views obtained from the quantitative and qualitative findings of the research. In support of the above view point the finding on the appointment of sector commanders by the station commanders revealed that through the documentary perusal many sector commanders were not appointed in writing as prescript by the NI 3/2009. It is based on this viewpoint that the research can conclude that though it could be claimed that sector policing is done many stations, but it made in a hazardously manner. There are many factors that can contribute to the above conclusion. Among other things which can be cited is poor command and control and lack of resources.

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