

**AN EVALUATION OF THE IMPLEMENTATION OF THE SOUTH AFRICAN
POLICE SERVICE'S PARTNERSHIP GUIDELINES**

by

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submitted in accordance with the requirements for the degree of

MASTERS OF ARTS

in the subject

CRIMINAL JUSTICE

at the

UNIVERSITY OF SOUTH AFRICA

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SEPTEMBER 2021

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AN EVALUATION OF THE IMPLEMENTATION OF THE SOUTH AFRICAN POLICE SERVICE'S PARTNERSHIP GUIDELINES

I declare that the above dissertation is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

I further declare that I submitted the dissertation to originality checking software and that it falls within the accepted requirements for originality.

I further declare that I have not previously submitted this work, or part of it, for examination at the University of South Africa (UNISA) for another qualification or at any other higher education institution.

Jenny Pillay

15 August 2021

SIGNATURE

DATE

ACKNOWLEDGEMENTS

Firstly, I would like to take this opportunity to thank the Lord for wisdom, direction and for allowing me to complete this research.

Sincere gratitude is extended to the following people for their guidance and contribution towards the completion of the research project:

- My supervisor, Professor S.A. Mabudusha for her constant guidance and support throughout the research;
- My husband, Lieutenant Colonel Leondrain Pillay for his support and understanding through stressful times and motivating me to persevere in completing the research;
- My sister Jeanett Govender for the motivation and guidance on completing the research;
- My late parents, Mr and Mrs Chetty for having the vision of me completing this degree;
- The South African Police Service, for permitting me to conduct this research;
- The participants from the South African Police Service, South African Banking Risk Information Centre, Business Against Crime South Africa, and Consumer Goods Council of South Africa for taking time to participate in this research project; and
- Finally, the University of South Africa, for allowing me the opportunity to carry out this research to explore my knowledge on the subject.

ABSTRACT

The South African Police Service (SAPS) is using the SAPS Guidelines for the Establishment of Crime Prevention Partnerships to guide the implementation of crime prevention partners. The SAPS has a mandate to prevent crime in the country, therefore the partnership policing concept has been implemented in the SAPS to achieve this mandate. The idea behind the implementation of partnerships is to fight crime and security issues as a collective and share responsibilities with other stakeholders. Partnership guidelines are guided by the National Development Plan: Vision for 2030 and have been further encapsulated in community policing philosophy. Partnership guidelines aim to establish a common vision of creating critical crime prevention projects or initiatives that involve various organisations in the communities such as government departments, non-governmental organisations and community-based structures to ensure that communities thrive. Partnerships can assist in bringing resources and other expertise towards effectively addressing crime issues.

This research followed a qualitative research approach, involving semi-structured interviews with experienced and knowledgeable participants working with partnership agreements from the SAPS and businesses entities. A literature review was also conducted in order to have a thorough knowledge of the subject both in local and international settings.

The study focused on the importance of SAPS partnerships and of maintaining these partnerships in the quest to reduce crime. The most important aspect is the partnership agreement that has to be completed to cement these relationships. These agreements commonly known as the memorandum of understanding are done in line with the SAPS Guidelines for the Establishment of Crime Prevention Partnerships. Therefore, this study evaluated the implementation of the these guidelines and identified gaps in the implementation of partnerships. The outcomes of this study also suggest that forming relationships between the SAPS and other stakeholders can help the police reduce crime while also alleviating resource constraints. In addition, this research concludes that the SAPS needs to review its current partnership guidelines since many

challenges are still being encountered which is affecting the SAPS' ability to effectively implement partnerships.

KEY TERMS: *Community policing; Memorandum of understanding; Crime prevention; Partnership policing; Partnership guidelines*

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LIST OF ABBREVIATIONS

ATM	Automated Teller Machine
CEO	Chief Executive Officer
CCTV	Closed Circuit Television
CGSA	Consumer Goods Council South Africa
CJS	Criminal Justice system
CPF	Community Policing Forum
BACSA	Business against Crime South Africa
JCPS	Justice, Crime Prevention and Security
SABRIC	South African Banking and Risk Council
SARA	Scanning Analysis, Response and Assessment
SAPS	South African Police Service
NDP	National Development Plan
NCPS	National Crime Prevention Strategy
NGO	Non-Governmental organisation
MOU	Memorandum of Understanding
UN	United Nations

CHAPTER ONE

GENERAL ORIENTATION

1.1 INTRODUCTION

South Africa is a country that is plagued by high levels of crime and violence (Holtmann & Domingo-Swartz (2008:105). According to Benson, Jones and Horne (2016:1), the high crime rate is a reality and a major problem in South African society. The nature of crime in South Africa is complex (South Africa, 2016a:19). The constitutional mandate of the South African Police Service (SAPS) in Section 205 of the Constitution of the Republic of South Africa (Act No 108 of 1996) (South Africa, 1996:119a) is “to prevent, combat and investigate crime; to maintain public order, protect, and secure the inhabitants of the republic and their property; and to uphold and enforce the law”.

The transition from apartheid rule to liberal democracy in South Africa in 1994 has been characterised by a type of unreasonable national anxiety about violence (Singh, 2008:1). Policing in South Africa has experienced a transition in the organisation since 1994 and community policing is the main idea that underpins the post-apartheid style of the police (Newham, Masuku & Dlamini, 2006:6).

The past two decades of policing have marked an emergence of a new paradigm of policing that emphasises partnerships with the community as an effective and efficient way of tackling crime and criminality in South Africa. The government’s emphasis on community policing is encapsulated in the National Development Plan, 2030 which states that community safety must be built through integration and community participation. The White Paper on Safety and Security (South Africa, 2016a:9) reaffirmed that building safer communities is the collective responsibility of both the state and its citizens.

Partnership policing focuses on establishing partnerships with various entities including “business partnerships, community-based partnerships, international partnerships, and partnerships with faith-based organizations, traditional leaders, and

non-governmental organizations (NGO'S) with an aim of crime prevention" (SAPS, 2012:1). These partnerships can deliver improved public safety outcomes in four ways: to facilitate supervised success; to intervene to disrupt criminogenic behaviour; to respond quickly to supervised failure; and to address community-level crime issues (Jannetta & Lachman, 2001:6).

In contrast with a reliance on traditional methods of policing, partnership policing is "intended to encourage local communities to actively participate with the SAPS to develop common approaches and objectives to fight crime and to recognise partnerships as a very effective way of tackling crime and related issues" (SAPS, 2012:1).

Miller, Hess and Orthmann (2014:136) stated that making use of resources within communities could further extend severely strained police resources. This could be an effective and efficient way of sharing scarce resources and ideas towards a common goal of fighting crime. This chapter discusses, among others, the problem statement of the study, the aim of the study, and the research methods which were used to achieve the goal of this study.

1.2 PROBLEM STATEMENT

According to Leedy and Ormrod (2015:45), the research problem is "the axis on which the research revolves ... and is at the heart of every research study". Aurini, Heath and Howells (2016:27) believed that "strengthening your research problem rationale also forces you to orient your project and address gaps in the literature; it may also connect you to a potential research design". Partnerships between entities, for example, the South African Banking and Risk Council (SABRIC) have since advanced to the point where the SAPS has a section to deal with partnerships, that is responsible for engaging with and formalising partnerships to deal with crime reduction.

Partnerships mean an association of actors, each contributing to something unique, either expertise or resources, to the achievement of a common goal (Pelser & Louw, 2002:137). According to Rosenbaum (2002:175), violent crime is equally multifaceted, indicating the need for nuanced, multi-level approaches. The approach of

incorporating stakeholders in policing has proven to be an effective and efficient way to create safer communities in South Africa and also involves working in collaboration to share resources such as crime prevention promotional material and addressing cross-cutting issues that have an impact on crime (SAPS, 2012:1). The White Paper of Safety and Security (2016:17) mandates businesses to “have a dual responsibility, firstly to ensure effective crime and violence prevention practices within the work environment and uphold legal and ethical business practices, and secondly, to support crime prevention efforts in the broader community”. Therefore, to ensure that partnership policing achieves its intended goals, Pelsler and Louw (2002:136) clarified that those participating in the process of establishing relationships with different parties are acting on an agreed collection of police issues.

The SAPS Guidelines for the Establishment of Crime Prevention Partnerships (SAPS, 2012), hereafter referred to as the SAPS Partnership Guidelines, further provides the governance arrangements that must be observed in undertaking and maintaining partnerships in the SAPS. Various partnerships, for example, SABRIC, address crimes related to the banking industry such as Automated Teller Machine (ATM) robberies, cash in transit, etc., and crime prevention awareness programmes are conducted to create community awareness. These guidelines do not cover the monitoring and evaluation mechanism that should be used to analyse the outcomes of the Memorandum of Understanding (MOU). Other gaps identified in the current SAPS Partnership Guidelines include the fact that the authority of partnership policing is centralised at a national level which means that partnership agreements can only be concluded at this level. There is no clear reporting process in place to give the SAPS an idea of the mandate of crime prevention achieved through those MOU and there is also no clear evaluation process for the programmes and projects that determine if the partnership agreements are reaching the police stations on the ground level or not. In light of the above gaps, the researcher intended to evaluate the implementation of the SAPS partnership policing guidelines.

1.3 AIM OF THE RESEARCH

Simply observing what is going on around you can produce good research ideas (Devlin, 2018:31). Walker (2010:245) defined the goal as “what you hope to achieve with a piece of research”. Leedy and Ormrod (2014:02) provided guidance on the need for a clear and unequivocal statement of the critical issue. Leedy and Ormrod’s submission is in agreement with Kumar (2014:69), who stated that the aim should be clearly and unambiguously worded. This study aimed to evaluate the implementation of the SAPS Partnership Guidelines.

1.4 RESEARCH OBJECTIVES

The research objectives identified give us an indication of whether the researcher intends to conduct an exploratory, descriptive, or explanatory study (Hennik, Hutter & Bailey, 2011:33). These goals also give a broad indication of what researchers want to achieve in their studies (Mouton, 2014:101). The study’s objectives included:

- to describe how the SAPS Partnership Guidelines are currently implemented;
- to explore the challenges facing the implementation of partnership guidelines in the SAPS;
- to identify and describe the current mechanism for monitoring and evaluation of partnership guidelines in the SAPS;
- to investigate and understand how the current reporting process is conducted; and
- to contribute to knowledge to improve the current SAPS Partnership Guidelines.

1.5 RESEARCH QUESTION

According to Onwuegbuzie and Frels (2016:60), a research question is a question that expresses the researcher’s desire to learn more about a phenomenon. Devlin (2018:72) stated that selecting an approach that is suitable for the question you want to answer is also good research. The research question is a question that gives an explicit explanation of what the researcher wants to find out about (Bryman, 2016:7).

The research question under study was as follows:

1. What are the challenges in implementing partnership agreements?

1.6 DEMARCATION OF THE STUDY

For this study, the researcher focused on interviewing members of the SAPS from Division: Visible Policing, and Operations Section: Partnership Policing in Pretoria (National Head Office), and crime prevention partners who have signed agreements with the SAPS (National Partnerships). This was done in the Gauteng province for easy access to the research participants and because the authority of partnerships is subjected at the national level.

1.7 DEFINITION OF KEY CONCEPTS

Dantzer, Hunter and Quinn (2018:53) defined a concept as an abstract label that reflects a form of knowledge, as well as an object, a policy issue, a problem, or a phenomenon. We use concepts all the time, as “they are an essential part of understanding the world and communicating with others” (Walliman, 2016:55). Dantzer *et al.* (2018:53) defined a concept as “an abstract label that represents an aspect of reality, such as an object, policy issue, problem, or phenomena”. We tend to use concepts because they are important and assist us in understanding the world and enhance the way we communicate with others (Walliman, 2016:55). Key concepts are explained to avoid any misunderstanding and ambiguities and therefore for this study, these concepts are defined as below.

1.7.1 Community Policing

Community policing is a philosophy that encourages “organizational interventions that enhance the methodical use of partnerships and problem-solving techniques” to proactively address crime prevention factors, such as public safety, crime, social disorder, and fear of crime (Miller *et al.*, 2018: 24). Community policing is a framework to guide policing by collaborating with the community to fight crime more innovatively and efficiently.

1.7.2 Partnership Policing

Partnership policing means a “collaborative relationship between the police service and external stakeholders including community organisations, businesses, private sector, non-governmental organisations, and civil society and which are outcomes-

driven” (SAPS, 2012:1). There is confusion in various literature that partnership policing is community policing. To provide clarity, partnership policing is embedded in community policing. Partnership policing is a mutual relationship between various organisations, departments, businesses, and society to achieve goals and the desired outcomes.

1.7.3 Memorandum of Understanding

The MOU is “a sector-specific stakeholder-driven partnership agreement negotiated amongst the organisations involved” to reach the desired goal (Brussels, 2011:1). A MOU is an agreement undertaken by an organisation to achieve a common desire or goal.

1.7.4 Crime Prevention

Crime prevention refers to “any action intended to reduce the actual level of crime and or the perceived fear of crime” (Lab, 2020:34). Crime prevention is an action that is taken to prevent crime from occurring or developing.

1.8 RESEARCH METHODOLOGY

1.8.1 Research Design

A research design is defined as “the set of guidelines and instructions to be followed in addressing the research problem” (Mouton, 2014:107). The research design provides an overall framework for the procedures the researcher will use to collect and analyse the data (Leedy & Ormrod, 2019:82). The research design that was followed in this study is phenomenology. A phenomenological study focuses on gaining typical experiences of participants and how they would arrive at their conclusions. A phenomenological research inquiry is derived from “philosophy and psychology in which the researcher describes the experiences of individuals as described by participants” (Creswell & Creswell, 2018:13). According to Leedy and Ormrod (2019:23), a phenomenological study “attempts to understand people’s perceptions, perspectives, and views of a particular situation”. This study was done to understand the experiences faced by SAPS personnel at Division: Visible Policing who are

responsible for the implementation of the crime prevention partnership guidelines and the external stakeholders who enter into formal agreements with the SAPS.

1.8.2 Approach

In terms of the research approach, the researcher adopted a qualitative approach to this research. This is an approach used to explore and understand the meaning of the social or human problems of individuals or groups (Creswell & Creswell, 2018:4). This approach provided the researcher with the ability to analyse the partnership agreements and to meet with research participants to obtain detailed information that would address the issue at hand. In addition, qualitative research allowed the researcher to “explore and understand the meaning of individuals” concerning a problem or issue (Creswell & Creswell, 2018:4).

This study was evaluative (as a strategy of inquiry) because the researcher wanted to assess or investigate the degree, quality, or value of a policy or programme (Patton, 2012:2; Hammond & Wellington, 2013:66). The goal of the evaluation study was to determine how effective these partnerships are and what the goals, outcomes, and results were (Patton, 2012:3). Flick (2011:78) added that evaluation research addresses the issue of what goals are accomplished and which undesired side effects occur.

1.9 TARGET POPULATION

Fox and Bayat (2013:52) defined a population as “any group of individuals, events or objects that share the same characteristics and represent all or all of the reported cases in a study called the collective sum or population”. Dantzer *et al.* (2018:58) added that the population is a “complete group or class from which information is to be collected”.

The target and ideal population for this research was police personnel (operational and those linked to policy making). Because the researcher could not interview all research participants who formed part of the population, the researcher, therefore, selected a sample group to use.

1.10 SAMPLING

Brynard, Hanekom and Brynard (2014:56) defined sampling as a method used to select an appropriate group (sample) to ascertain the characteristics of a large group (the population).

This study used non-probability sampling as not all the documents could be analysed. According to Bryman (2012:201), the term non-probability sampling “is essentially an umbrella term to capture all forms of sampling that are not conducted according to the standards of probability sampling”. Leedy and Ormrod (2014:20) explained that this sort of sampling does not ensure or predict that each element that was chosen in the population will have any chance of being sampled. Due to the limited budget and time of the researcher, it was impossible to include the entire population in the study, and therefore it was appropriate for the researcher to employ the non-probability sampling technique due to limited resources (Daniel, 2012:78).

1.10.1 Purposive Sampling

Purposive sampling was adopted in this study to choose three research participants from each stakeholder involved in partnership policing. Purposive sampling involves “choosing participants or other units of study, as the name implies, for a particular purpose” (Leedy & Ormrod, 2019:178). Bryman (2012:418) explained this technique’s goal is to “sample cases/participants strategically so that those sampled are relevant to the research questions” that are being posed. This was ideal as choosing these individuals/objectives yielded the most information regarding the topic being investigated (Leedy & Ormrod, 2019:242). For example, three research participants were selected from the SAPS national office (Pretoria), three from Business Against Crime South Africa, three from Consumer Goods Council South Africa (CGSA), and three from the South African Banking and Risk Management Council. In total, 12 research participants were asked to form part of this study because of their direct experience of working on partnership policing matters.

1.11 SIGNIFICANCE OF THE STUDY

The research explored an issue that is of social and policy significance, that is, how the effective implementation of partnerships in the SAPS can lead to crime reduction. The research will be beneficial to policy makers to make more informed decisions and to improve the SAPS by proposing better strategies. This will be equally beneficial for benchmarking purposes for organisations that experience similar challenges.

The research will contribute to the academic body of knowledge on the understanding of the effective use of partnerships in combatting crime. It would also be an additional reference source during future research and the University of South Africa (UNISA) could incorporate it into future lectures and literature.

1.12 DATA COLLECTION

According to Bless, Higson-Smith and Sithole (2013:20), data collection is the instrument that is administered to the sample and the data is gathered or collected. Dantzker *et al.* (2012:16) pointed out that regardless of the research design, data collection is always a key component. The researcher gathered data through three methods, namely: semi-structured interviews, observations, and document analysis.

1.12.1 Interviews

Using qualitative interviews, the researcher conducted virtual interviews with three participants per organisation which were: SAPS national office, BACSA, CGCSA, and SABRIC. According to Maxfield and Babbie (2018:280), interviews are generally used in qualitative studies. In this study, the researcher adopted the use of semi-structured one-on-one interviews. According to Bryman (2012:212), a semi-structured interview “refers to a context in which the interviewer has a series of questions that are in the general form of an interview schedule but can vary the sequence of the questions”. This method enabled the researcher to have more tractability especially during follow-up questions that emanated from the interviews. The researcher used the one-on-one method of interviewing because it allowed the participants to feel free to respond to questions and express themselves without reserve. The researcher obtained written permission from the SAPS to conduct interviews (see Appendix A).

For this study, an interview schedule was formulated to guide the interviews (see Appendix B). Probing on open-ended questions used in the interview schedule was frequently required (Maxfield & Babbie, 2018:249). Open-ended questions allowed participants to feel completely free to give their answers as they desired, either in a detailed, long, or short-form, as considered appropriate (Bless, Higson-Smith & Sithole, 2013:209). During the interviews, the researcher remained alert, recognising important information and probed for more detail (Dawson, 2009:28).

Leedy and Ormrod (2015:282-285) provided the following useful techniques for conducting a productive interview, which the researcher utilised:

- **Identify general interview questions and follow up questions**

The researcher prepared the questions in advance along with follow-up questions to probe for the required information. Open-ended questions were used to get insight into the participants' views and experiences. This allowed the researcher to compare the results from the different participants.

- **Consider how the cultural backgrounds of the participants might influence their response**

The researcher took cognisance of the participants' backgrounds and was sensitive to the fact that culture and personal mastery could influence the way the participants answered the questions. The researcher respectfully conducted the interviews, used probing and multiple ways of asking questions to obtain the required results.

- **Make sure you include people who will give you the desired information**

The researcher specifically interviewed participants who dealt and worked with partnerships with the SAPS to get the information required and gain answers regarding partnership policing. These participants were therefore expected to provide their views and situations that they encountered when dealing with partnerships in their everyday working lives.

- **Find a suitable location for the interview**

Interviews were conducted through virtual platforms due to Covid-19 regulations which required social distancing. The researcher ensured that no distractions or interruptions occurred during the interviews and the links were forwarded to all participants for the virtual interviews.

- **Get written permission from the participants**

The researcher ensured that consent forms were completed and signed to conduct the interviews and most importantly, that the participants understood what was expected of them. The researcher also explained to the participants that their identity would be kept confidential and that they could withdraw from the interview at any time.

- **Establish and maintain a rapport**

During the interviews, the researcher always started by asking the participants about themselves and their personal experiences respectfully and professionally at all times. Genuine interest was shown to motivate the participants.

- **Focus on actual rather than abstract**

The researcher ensured that questions were specific to the partnerships established with the SAPS and how these partnerships work.

- **Do not put words into peoples' mouths**

The researcher recorded the responses and answers of the participants exactly as they provided them and at no point did the researcher influence how they answered the questions.

- **Record the responses verbatim**

Permission was obtained to record the virtual interview sessions from the participants using a recording device.

- **Keep reactions to yourself**

The researcher took cognisance and listened carefully without any interruptions. The researcher was not biased and did not show any emotions during the interview.

- **Remember that you are not necessarily getting all the facts**

The researcher treated all the answers as perceptions and opinions to ensure that all the information provided might not necessarily be the facts.

1.12.2 Observation

According to Hammond and Wellington (2013:111) observation is concerned with the direct experience of a phenomenon or event, wherever the interaction takes place and at any time. Systematic observation as described by Flick (2011:119) is more or less a standardised observation scheme where processes are observed more openly. The researcher observed existing ways or methods that the participants utilised to establish partnerships with the police to identify their strengths and/or weaknesses in their work environment. This allowed the researcher to understand how the procedures and techniques worked and how they could be improved.

The researcher is currently a Lieutenant Colonel employed at Division: Visible Policing and Operations Section: Partnership Policing in Pretoria dealing with partnerships and directly deals with policy matters, hence was able to directly observe the gaps that exist in the implementation of the SAPS Partnership Guidelines. This allowed the researcher to understand how the procedures and techniques work and how they could be improved.

1.12.3 Document Analysis

In this study, the sampling included analysis of three MOUs that have been signed between the SAPS and three external stakeholders: BACSA, CGCSA, and SABRIC.

1.13 DATA ANALYSIS

According to Bryman (2016:11), data analysis “is a stage that incorporates several elements”. Analysis or transforming data happened during and after data collection. Maxfield and Babbie (2018:293) pointed out that although your data log will include numerous documents such as interview transcripts, field notes, and memos, you should be clear and precise about how to organise your data. Graustein (2014:74) maintained that “data without analysis is just a collection of information”. Therefore, the researcher used “the spiral method” as described by Leedy and Ormrod (2014:160). This method allowed the researcher to thoroughly check data during the collection phase of the study and then allowed for data analysis of all data collected from data collection methods and reviewed literature.

Step 1: The researcher organised the data and compiled comprehensive notes using Atlas ti.

Step 2: All the data received was perused continuously to make sense of what was contained and needed in the process.

Step 3: General categories and objectives were identified and categorised and divided into sub-categories to outline the contents and the meanings.

Step 4: The data was verified, integrated, and summarised to make it easier to group accordingly. All data that was not required was erased to ensure that all data was grouped into relevant subjects.

1.14 METHODS TO ENSURE TRUSTWORTHINESS OF THE STUDY

The trustworthiness criteria of a research study are “credibility (paralleling internal validity), transferability (paralleling external validity), dependability (paralleling reliability), and confirmability (paralleling objectivity)” as stated by Guba and Lincoln (in Kumar 2011:185).

1.14.1 Credibility

To ensure the credibility of this study the researcher used the triangulation method as explained by Creswell and Creswell (2018:93). In triangulation, various data sources are gathered with the intention that they can be aggregated to support specific claims, notions, or conclusions. The researcher used various sources to do this, including information collected from participants during interviews, data obtained from subject-specific textbooks, literature, official reports, and SAPS legislations. The incorporation and comparison of the sources were recorded and documented to add value to the credibility of this study.

1.14.2 Transferability

Bryman (2016:44) added that “transferability parallels external validity, that is, our findings apply to other contexts”. Most of the literature obtained was fairly new which meant it was the latest updated version which was reliable. Devlin (2018:151) alerted us to the fact that there are various types of reliability, but the core issue is the consistency of the measure. The researcher believes that if the same research was conducted with the same research methods that were utilised in this research, the results would be the same. To ensure the transferability of this study, the researcher has outlined the process followed in this research and the challenges encountered during the study.

1.14.3 Dependability

Dependability is very similar to the concept of reliability in qualitative research. Bryman (2016:44) stated that “dependability, which parallels reliability, are findings likely to apply at other times”.

The measuring tool concerning the research questions ensured its validity because Leedy and Ormrod (2014:91) supported the validity of viewing content, to the extent that the measuring instrument is a representative sample of the field of the content being measured. The literature presented a true reflection due to the research study. A detailed description of the research design, data collection, and data analysis methods was provided. Also, a detailed reference list of all sources used was collected and sources were properly mentioned.

1.14.4 Confirmability

Confirmability is also similar to reliability in qualitative research. Reliability is “concerned with the question of whether the results of a study are repeatable” (Bryman, 2016:41). It is only possible if both researchers follow the process identically for the results to be compared. Confirmability relates to reliability and therefore Leedy and Ormrod (2014:94) submitted that we can measure something accurately only when we measure it consistently.

To ensure confirmability in this study, the researcher kept detailed records of the interviews and the research process followed to ensure that the interpretation of the findings, the recommendations, and conclusions made can be linked to their sources. Member checking was used as postulated by Creswell (2014:200) to determine accurate findings during the preliminary findings of the members that emerged, which were then forwarded to the participants to allow them to comment on their findings to determine if they felt they were accurate.

1.15 ETHICAL CONSIDERATIONS

Aurini *et al.* (2016:59) commented that ethics in qualitative research speaks to the relationship between the researchers and those they study. According to Walliman (2016:81), “the value of research depends as much on its ethical veracity” as on its novelty. In this study, the researcher adhered to the UNISA Ethics Policy (2007:4), and before commencing with this research ethical clearance was obtained from the UNISA College of Law Ethics review committee (see Appendix D). The researcher requested permission from the custodians in the SAPS to access personnel on matters relating to this research study as required by the National Instruction 1/2006. The researcher also obtained permission from the stakeholders to make use of their MOUs and interview their staff members. The regulations of the Disaster Management Act 57 of 2002 regulations to combat Covid-19 were strictly adhered to; for example, the researcher ensured that all interviews were conducted virtually. For the purpose of this study, the following four ethical principles as identified by Leedy and Ormrod (2019:111) were considered.

1.15.1 Protection from Harm

The protection of individuals and the organisations' confidentiality is also an important aspect of this study. To ensure that the research participants were protected from harm, the researcher did not reveal the participants' real identities but instead used pseudonyms. The researcher informed the research participants regarding the accessibility of the data and how it would be protected (see Appendix C). Finally, every research participant was provided with the contact details of the researcher should they have any concerns or questions on issues regarding the research study.

1.15.2 Voluntary and Informed Participation

Participants in a study should voluntarily agree to participate and be allowed to withdraw at any time from the research. The participants were informed fully of the relevant procedures and risks involved and gave their consent to participate (see Appendix C).

1.15.3 Right to Privacy

The participants' right to privacy was respected at all times by ensuring that their identity and the information provided by them were respected and kept confidential. The responses and data collected were kept confidential and only the researcher and the research supervisor was aware of how the individual participants responded during the interviews. To ensure that the research participants' dignity, privacy, and confidentiality were protected in this study the researcher used pseudonyms, and therefore the participants' real names are not disclosed but instead are referred to as numbers to identify them.

1.15.4 Honesty and Academic Professionalism

The researcher strived towards maintaining honesty and professionalism throughout the study. The researcher avoided plagiarism at all times and ensured that the correct results were reported and the works of other scholars were not acknowledged as her own. All sources were properly referenced, and the work of other authors was properly cited and acknowledged.

1.16 RESEARCH STRUCTURE

1.16.1 Chapters' Layout

Chapter One: General Orientation

This is the introductory chapter that provided a clear background to the problem of the research, including the aim and objectives of the research. This chapter focused on explaining the research methods that were followed in this study to achieve the aim and objectives of the study.

Chapter Two: Literature Review

This chapter provides an overview of the literature of the local and international publications/documents and legislation of community partnerships by other authors.

Chapter Three: Research Findings and Discussions

This chapter provides the reader with a critical analysis and discussion of the field data and the research findings. This chapter aims to make sense of the data collected in the study.

Chapter Four: Conclusion and Recommendations

The final chapter highlights the main findings that align with the research question, aim, and objectives. Answers to the research questions are dealt with in this chapter as well as the limitations of the study, recommendations, and conclusion.

1.17 Summary

This study is concerned with how the SAPS Guidelines for the Establishment of Crime Prevention Partnerships are established with stakeholders. The SAPS has a mandate to prevent crime in the country, therefore, the partnership policing concept has been implemented in the SAPS to achieve this mandate. This chapter discussed the need to partner with stakeholders in order to actively participate with the SAPS to develop common approaches and objectives to fight crime. This chapter also evaluated how

the SAPS Partnership Guidelines are currently implemented and explored the challenges facing the implementation of partnership guidelines in the SAPS.

Furthermore, this chapter summarised the relevant literature for this study as well as the research methodology. The study's goal and objectives, as well as its assumptions, were examined in further detail. It also looked at the data collection methods that were employed, such as the semi-structured interview and qualitative data analysis.

CHAPTER TWO

IMPLEMENTATION OF THE SOUTH AFRICAN POLICE SERVICE'S PARTNERSHIP GUIDELINES

2.1 INTRODUCTION

The exponential growth of crime in South Africa has unleashed fear amongst citizens in the country. The increase in crime affects communities that feel unsafe and deters investment in our country SAPS annual report 2017/2018 (2019:12). Hence the need to create safer communities by the policing organisation who has the responsibility to protect communities against crime, yet, the SAPS cannot control crime alone. Therefore, by collaborating with the private sector, government, and NGOs, they can use crime prevention as a tool in the fight against crime. There is a realisation that collaboration between multiple stakeholders can be used to effectively prevent and reduce crime (Burger, 2007:77).

In the past years, the role of crime prevention was the sole mandate of the police, and currently, it has evolved into a joint responsibility of the police and the community. Although it is impossible to prevent every crime from happening, taking this proactive policing approach can prevent some criminal activities. Edgar, Marshall and Bassett (2006:8) suggested that joint responsibility can also bring significant benefits to governments and these include increased legitimacy of the ability to draw on grassroots expertise, buy-in from those who support the implementation of programmes and policies, and enhanced citizenship accountability.

In the partnership approach, crime becomes everybody's responsibility and hence individuals can take responsibility for their own safety. Therefore, there should be an integrated approach that involves all partners to identify and address the root causes of crime in affected communities (SAPS, 2014:8).

This collaborative approach aims to prevent crime and pool different resources to tackle crime effectively. This will go a long way in eradicating how things are done

when working in silos. It has become apparent that these collaborations are being established to produce solutions that none of them can independently achieve (Gray & Purdy, 2018:8). The SAPS has thus already concluded agreements with stakeholders to tackle crime effectively and efficiently.

The need for formal agreements with partners is essential to reinforce commitments and responsibilities as well as to ensure the achievement of goals and objectives. Louw (2004:251) pointed out that these partnerships are beneficial to both organisations involved.

This chapter provides an understanding of partnership policing in South Africa and its implementation in the SAPS. It incorporates various literature such as books, publications, legislation, official documents, and reports to give a clear understanding of the topic.

2.2 HISTORIC DEVELOPMENT OF PARTNERSHIP POLICING

According to Buckup (2012:8), in the 1990s several events led up to the development and emergence of partnership policing which set the pace for stakeholder collaboration.

Atkisson (2015:6) does, however, draw our attention to the fact that partnerships have always existed as part of the global sustainable development effort, starting with the first United Nations (UN) Conference on Environment and Development in Rio de Janeiro in 1992 where coalitions, initiatives, councils, and similar processes were active in the run-up to the Earth Summit. Partnership attentiveness continued to mature throughout the 1990s, as both non-governmental organisations (NGOs) and business groups progressively became involved and collaborated in ways to add to the needs of the community.

South Africa became a republic before 1994, and in that period was ruled by a White minority government (Burger, 2007:69). This resulted in prioritised policing needs and resources for the White minority, and neglect for the non-White population (Bruce & Neild, 2005:5). Following the fall of apartheid in 1994 and in the context of changing

the newly united SAPS, the “demands for improvement in service delivery led the SAPS to explore several possibilities for not only mandating but also privatizing, contracting specialist services and so-called partnership police” (South Africa, 2016:6).

The new government’s goal was to establish a police service that would meet the demands of the public for a professional, efficient, and community-oriented police service (Kgosimore, 2004:226). Community law enforcement was seen in the early years of democracy as a solution to tackling crime and facilitating the transformation process (Burger, 2007:142). Therefore, after 1994, fundamental shifts in SAPS philosophy have been recognised by capabilities entrenched in the value of partnerships with citizens and civil society, and enhanced government collaboration (South Africa, 2016:9).

In terms of Section 11(2) (g) of the South African Police Service Act (Act no 68 of 1995), the authority to perform any legal capacity on behalf of the SAPS is vested in the National Police Commissioner (South Africa, 1995). As such, power is the prerogative of the National Commissioner or the Deputy National Commissioner of the SAPS.

The MOUs or subject matter on agreements can range from intricate procurement matters to cooperation or partnership agreements that seek to improve cooperation between the SAPS and other parties. Therefore, any agreement or MOU needs careful consideration because they are legally binding and can have far-reaching consequences for both parties (SAPS, 2017:4).

According to SAPS (2017:4), the legislation provides the basis for cooperation between government departments that requires different government organisations to work together to advance the delivery of quality services to citizens to provide effective service delivery. Some partnerships established with the SAPS are highlighted below.

The SAPS has collaborated with traditional leaders through the development of a Traditional Policing Framework: Traditional Leadership in Safety and Security concept which was cemented on 2nd September 2019. This partnership is to address crime in

the rural areas such as cult practices, gender-based violence, crimes against women and children, domestic violence, among others, as indicated in the South African Police Service Traditional Policing Framework: Traditional Leadership in Safety and Security concept (SAPS, 2019:11).

During the Safer Cities Summit held by the SAPS in 2019, an inclusive integrated approach was initiated, to provide a mechanism that facilitates an inclusive approach (SAPS, 2019:37).

The South African Police Act (Act 68 of 1995) is the current legislation in South Africa and embraces the philosophy of police-community partnerships to solve problems through an integrated approach (South Africa, 1995). The community policing concept emphasises partnership with the community, problem-solving, and organisational transformation (Dempsey & Frost, 2008:334).

Partnerships in this instance refer to “purposeful relations between the police and the public, or between the police and other agencies” (Rogers, 2017:71). Partnerships stem from community policing and are regarded as a paradigm shift based on the concept that if police officers and people work together in creative ways, community problems and crimes can be solved (Kappeler & Gaines, 2011:9). Community policing serves to encourage a new partnership between the people and the police, which is based on mutual trust and respect (Baker, 2011:8).

The acceptance of community policing as a new approach will enable the parties involved to live up to high public anticipations and political expectations, and the collaborative approach will strengthen the fight against crime (Burger: 2007:23). It is for this reason that the SAPS developed the SAPS Partnership Guidelines to support the government’s emphasis on community policing so that the SAPS could focus on crime prevention, detection, and working in collaboration with community partnerships (SAPS, 2012:1).

This is also supported by the National Crime Prevention Partnership Strategy (1996: np) in response to the increase in the level of crime which emphasises that “crime

prevention is not only the responsibility of the police” and that partnerships are required.

Like community policing, developing strong partnerships, learning to trust each other and coming together to problem solve are important elements of community policing. Lab (2020:243) explained that the police cannot deal with crime problems on their own and recognises that crime and disorder have been “dealt with solely through arrests and prosecutions, and this has led to the development of alternative responses and methods”.

It has become evident that one of the key challenges faced by the SAPS is the prevention of crime as South Africa “has an alarmingly high crime rate which affects the quality of life of all citizens” (Berning, Mistry & Tait, 2004:73; Gupta & Guttman, 2014:6; Benson *et al.*, 2015:3).

2.3 UNDERSTANDING PARTNERSHIP POLICING

Partnership policing means “collaborative relationships between the Police Service and external stakeholders including community organisations, business, private sector, non-governmental organisations and civil society” (SAPS, s.a:1). Similarly, McQuaid (2000:3) referred to these partnerships as people or organisations that are working together in both public or private space to achieve common goals, which also rely on the agreed terms by these entities to contribute to improving the economy and citizens’ quality of life.

To achieve sustainable community safety and a strong commitment, the police must “forge and sustain collaborative partnerships with stakeholders across government, business, civil society and academia in the context of an integrated justice system” (South Africa, 2016:46). More importantly, these partnerships intend to bring resources and new ideas to problem-solving issues (Schneider, 2015:23; Rogers, 2017:119).

In recent years, partnerships between the public, private, and non-profit sectors have captured the interest and imagination of many scholars, elected officials, and public administrators. Since many have announced such partnerships as the next major

feature of creative discovery, they are seen as “highly potent commitments that can mobilize resources and develop solutions to multifaceted problems” (Roman, 2015:4).

Policing, on the other hand, has become a touchy issue including genuine issues aimed at the provision of security, whether by the police or private security. Burger (2007:60) further added that policing then becomes “a partnership between the police and the community”. Nel and Joubert (2004:27) pointed out that the aim of policing is to realise the objectives as set out by Section 205(3) of the constitution. The control of this legalised force implies that they have the authority to use any means deemed necessary, although a few exceptions are prohibited for crime in society (Brodeur, 2010:6).

2.3.1 Definition of Partnership Policing

The South African Police Service: Crime Prevention Learning Programme (SAPS, 2014:3) defines partnerships as relations, which involve close cooperation between parties who have specific needs and responsibilities. Similarly, Frank and Smith (2000:5) defined a partnership as a relationship between two or more parties who have compatible aims and who can form an agreement to do something together. Partnerships are comprised of stakeholders who have an interest in a particular situation (Miller *et al.*, 2014:186).

Partnerships are often referred to as collaborations that usually occur when several agencies and individuals commit to work together and contribute resources (Miller *et al.* (2014:136). Schneider (2015:23) attested to the fact that partnerships will enable a better way to develop creative and targeted interventions as well as create different approaches to solve issues. There are many variations of partnerships, namely the partnership building tactics employed, the participants, and the extent of collaborations. According to Lab (2020:243), these efforts are therefore intended to address specific problems.

According to Rogers (2017:119), the main reason behind partnerships is the result of increased recorded crime and the realisation that the police cannot tackle the problem alone. Brown, Esbensen and Geis (2019:3) on the other hand argued that this is

because crime and criminals capture the attention of almost everyone. Partnerships, therefore, add more resources and new areas to assist with problem-solving initiatives (Schneider, 2015:23). Rogers (2017:122) put it differently and stated that partnerships entail the management of a service provided to the community, and therefore “organisational attainments are quite high on their list of consultation priorities”.

The term ‘community partnerships’ that are formed to fight crime or for crime prevention can be used interchangeably. Community partnerships is a term that refers to any combination of “neighbourhood residents, schools, churches, businesses, community-based organisations, elected officials, and government entities that work in cooperation with the police to resolve identified problems and improve the quality of life” of individuals (SAPS, 2014:3).

According to Miller *et al.* (2014:184) partnerships are relationships between police officers, community leaders, organisations, other government departments, non-profit organisations, service providers, private companies, the media and other stakeholders.

2.4 LEGISLATION GOVERNING THE ESTABLISHMENT OF PARTNERSHIPS

In South Africa, a legal framework guides the police and policing. This means that the SAPS is regulated by the constitution to perform police and policing functions. Emphasis is also placed in the constitution on the need for community consultation (Smit & Schnetler, 2004:1).

2.4.1 The Constitution of the Republic of South Africa Act 108 of 1996

The supreme law of the Republic of South Africa is the constitution adopted in 1996. In terms of Section 205 (3) of the Constitution of the Republic of South Africa, Act 108 of 1996, the SAPS is empowered to “prevent, combat and investigate crime, maintain public order, protect and secure inhabitants of the Republic and their property, and to uphold and enforce the law”.

Section 41 of the constitution requires that different government departments work together to advance quality service delivery to the citizens of South Africa and to cooperate in respect of rendering services. Section 206 (3) (c) of the Constitution of

the Republic of South Africa requires “the promotion of good relations between the police and the community they serve”. Stakeholders form part of the communities, therefore they are affected by crime and other criminal activities which ultimately affect their businesses. The advent of democracy in South Africa promotes that there is collaboration among stakeholders so that they can align themselves with the law and reduce crime that affects all citizens.

The constitution mandates that consultation will be facilitated by implementing Community Policing Forums at all police stations therefore strengthening partnerships with the communities. These forums present the formal structure through which the police will be able to communicate with the communities.

Similarly, Benson *et al.* (2015:15) stipulated that Section 199 of the constitution regulates the establishment of various security agencies which are responsible for national security in the country and the SAPS is the only national police organisation to uphold and enforce the law.

2.4.2 The South African Police Service Act 68 of 1995

According to Burger (2007:73), the SAPS was established in 1995. The purpose of the SAPS Act (Act 68 of 1995) is to provide for the creation, regulation, and control of the organisation (Joubert, 2018:29). The SAPS’ powers and functions are stated in Section 205 of the constitution and from the SAPS Act (Act 68 of 1995). This mandate regulates the SAPS in terms of its core function, which is “to prevent, investigate and combat crime” stated in Section 18(1) (f) of the SAPS Act and refers to “joint problem identification” by the SAPS as well as the community (South Africa, 1995). Joubert (2018:25) explained that the establishment and purpose of the police service, including policing powers and legal provisions, regulate their responsibilities. Cooperation between stakeholders will ensure the policing mandate is jointly addressed to address crime plaguing the communities. It will also ensure peace and combat crime in the country. The police and the court cannot prevent all crimes on their own; the community must participate in crime prevention plans. The partnerships involve crime prevention and not just building community relations and also enhances a coordinated approach among communities.

Chapter 7 of the SAPS Act (Act 68 of 1995) outlines the objectives of the Community Policing Forums (CPF) which amongst others is to “establish and maintain partnerships between the community and the SAPS to promote cooperation between the Service and the community in fulfilling the needs of the community regarding policing” (South Africa, 1995). The SAPS Act (Act 68 of 1995) further prescribes some of the objects of the CPF as:

- “Establishing and maintaining a partnership between the community and SAPS; and
- Promoting co-operation between the SAPS and the community in fulfilling the needs of the community regarding policing”. (NPC, 1996:28)

2.4.3 National Crime Prevention Strategy

In 1996, the South African government embraced a National Crime Prevention Strategy (NCPS) in response to rising concerns about crime that was motivated by a shift in focus from crime control to crime prevention. This was a shift to understanding crime as “a social issue requiring a wide choice of preventive actions, rather than traditional criminal justice reactions” (Dixon & Rauch, 2004:12).

Such a strategy clearly articulates the need for integration and makes it clear that crime prevention cannot be tackled alone, or by just one sector of government (Burger, 2007:77). The NCPS’ main aim is to ensure improved cooperation and coordination amongst all departments. Therefore, the NCPS requires an integrated, “multi-agency approach whereby all relevant departments view crime prevention as a collective priority and a shared responsibility” (Smit & Schnetler, 2004:13). The NCPS (NPC, 1996:179) states that “crime prevention is not the sole responsibility of the police” and sets out a framework for interdepartmental cooperation within government, as well as partnerships for crime prevention with non-governmental actors and local communities (Dixon & Rauch, 2004:11).

Partnership policing supports this multidisciplinary approach through partnerships with stakeholders to combat crime. This all-inclusive approach is aimed at joint responsibility to solve crime.

The NCPS also provides a basis for a problem-solving platform that takes together national government bodies, different levels of government, and civil society organisations to identify appropriate multi-agency projects that the police, other government departments, the private sector, and non-governmental organisations can link to their anti-crime efforts (NPC, 1996:179).

According to Smit and Schnetler (2004:12), the NCPS has four pillars that represent the four most crucial areas as follows:

- The Criminal Justice System (CJS) that intends to make the CJS more efficient. This can be achieved through collaborations between the SAPS and the CJS.
- Reducing crime through environmental design – efforts are on creating effective collaboration to ensure effective systems to reduce the opportunity for crime by criminals.
- Public values and education concern initiatives such as crime awareness to change the way the communities react to crime and to equip the communities with meaningful ways to take responsibility for their own safety.
- Trans-national crime through programmes that are aimed at addressing cross border cooperation related to crime.

2.4.4 The White Paper on Policing (2016)

The White Paper on Policing (South Africa, 2016b:16) states that the posture of the service-oriented SAPS embraces a community centred approach to policing and provides clear direction that “the orientation of the police in South Africa be supported by a firm commitment to giving effect to the values and principles of democratic policing. Partnership policing recognises the significant role played by stakeholders in combatting crime with communities. It also emphasises cooperation and collaboration between stakeholders to work together and fight crime. The key to this is the implementation of community education and outreach programmes to enhance community safety” and therefore it is vital to build active citizenry “to engage in long term coordinated partnerships between the police and communities as an integral part of sustainable safety delivery. Therefore, community-oriented policing remains the operating paradigm” of the SAPS (South Africa, 2016:17).

There are two important changes from its predecessor, the 1998 White Paper on Safety and Security: “firstly to separate the police-focussed policy from that of the broader policy on safety and security” and secondly, to provide an “enabling legislative framework for civilian oversight to align the police service to the rest of the public service” (South Africa, 2016a.7).

2.4.5 White Paper on Safety and Security (2016)

As outlined in the SAPS Strategic Plan (SAPS, 2020-2025:3) the White Paper on Safety and Security (South Africa, 2016a) provides “direction to government departments to develop and align their respective policies, strategies, and operational plans to achieve safer communities”. The White Paper also provides “governance and guiding tools so that departments can be measured and accountable, and sets out an overarching policy on security, crime, and violence prevention that will be articulated in a clear legislative and administrative framework” (SAPS, 2020-2025:3) to facilitate synergy and alignment of security and security policies, and facilitates the development of a sustainable, well-resourced policy.

The framework also assists in identifying the roles and functions of the established partnerships to ensure accountability and to achieve the desired objectives.

2.4.6 National Development Plan: Vision for 2030 (2011)

The NCPS that was adopted in 1996, is a key instrument that has framed approaches to crime and violence in post-apartheid South Africa, developmental causes of crime as well as the need to involve a wide and inclusive range of government departments and civil society agencies in partnerships (Holtmann, 2011:15).

The National Development Plan: Vision for 2030 (NDP) (National Planning Commission [NDP], 2011) denotes building safer communities as a strategic objective to reducing fear of crime and established that, in 2030, people living in South Africa, especially women and children, should feel safe at home, school, and work. It further states that the police service is equipped with the necessary tools and professional “highly skilled officers, who value their work, serve the community, safeguard lives and

property without discrimination, protect the nonviolent against violence, and respect the rights to equality and justice” (NDP, 2011:350).

In addition to producing an effective, responsive, and professional criminal justice system, the NDP supports an “integrated approach to building safer communities that recognises the root causes of crime and responds to its social and economic factors. In this regard, the NDP places significant emphasis on the role of local government in understanding the safety needs of individual communities, integrating safety and security priorities into their development plans” (South Africa, 2016:31). Partnership policing is an integrated approach that seeks to achieve the vision of the NDP. The integrated approach of partnerships is intended to address crime and build safer communities.

As indicated in the SAPS annual plan 2018/2019 (2020:10) these outcomes can be realised by working together to establish new partnerships and strengthening existing partnerships. This will ensure a collective, “integrated, coordinated, efficient, and effective service to all our communities, by putting people first and greater community engagement and collaboration; work that will be driven by a stronger sense of active citizenry in partnership with the public and other stakeholders, thus ensuring the safety and security of communities”.

2.4.7 Community Policing Strategy (2018)

The South African Police Service Community Policing Strategy (SAPS, 2018:11) was developed after the State of the Nation Address on the 16th of February 2018, when the President mandated that a community policing strategy be implemented to secure the involvement of the community in the fight against crime in support of the NDP. Partnership policing is aligned to the community policing concept to promote collaboration with all stakeholders to effectively fight crime. The strategy pillars are as follows:

- “Pillar 1: Community Outreach, Public Education and Awareness
- Pillar 2: Building Community Resilience to Crime

- Pillar 3: Multi-disciplinary Collaboration
- Pillar 4: Community Policing and Public Order
- Pillar 5: Effective Communication and Robust Marketing
- Pillar 6: Capacity, Capability and Resourcing of CPF's". (SAPS, 2018:6-7)

The strategy also focuses on a more holistic approach to harness and mobilise resources across all sectors including those capabilities directly involved in law enforcement such as traditional leaders, the business sector, and health and educational sectors to enhance citizenry partition (SAPS, 2018/2019).

2.4.8 South African Police Service Guidelines for the Establishment of Crime Prevention Partnerships (2012)

The SAPS Guidelines for the Establishment of Crime Prevention Partnerships stresses the need for collaboration with various stakeholders to reduce crime. These partnerships involve those from different communities and organisations or constituencies coming together to decide on how to deal with crime problems (Bullock, Erol & Tilley, 2006:177).

The main focus of partnership policing is improving collaboration with stakeholders to improve the quality of life for all citizens and ultimately reduce crime. In order to achieve this goal, collaborating with partnerships are established to reduce crime. The establishment of partnerships is perceived as a crime prevention effort in collaboration with stakeholders to prevent crime and reach the police aims and objectives. According to Lab (2020:42), partnership policing is entrenched in the constitution (1996) Section 41(1), the White Paper on Safety and Security of 1998, the NCPS, and the Interim Constitution, 1993. In 2012, the SAPS Division: Visible Policing circulated a document entitled, South African Police Service Guidelines for the Establishment of Crime Prevention Partnerships. As indicated in the National Commissioner's letter dated 3rd September 2012, the guidelines are to contextualise and standardise the "effective management of crime prevention partnerships in the Service and to offer guidance to the individuals involved in crime prevention".

2.5 CRITERIA FOR ESTABLISHING PARTNERSHIPS IN THE SAPS

The agreed success criteria must be clear for both the “service aims and objectives and for the partnership itself” (Hardy, Hudson & Waddington, 2003:36). While the goals may be achieved, it may be at the expense of a fractured partnership. It may also be “commonly agreed that while the aims and objectives of the service have not been achieved, significant benefits in terms of joint work between partners have been achieved”; for example, improved understanding of the resource constraints of individual agencies and improved knowledge of constitutional legal matters (Hardy *et al.*, 2003:36).

The crime prevention partnerships must be linked to the aims and objectives of the SAPS and both the police and the communities that they serve will benefit from their involvement. There should also be a common purpose between the parties involved where there is a joint strategic plan to achieve co-ordinated and cohesive outcomes and to ensure the partnership will add value with minimum risk and that all the parties involved agree on the need for the partnership on these terms (SAPS, s.a:1).

2.6 RESPONSIBILITIES OF PARTNERSHIPS

Regardless of where a partner gets involved with the programme, they need to understand and be able to clearly express the goals and priorities and match them with the organisation’s approach (Baugh, 2015:4). The police cannot deal adequately with the underlying issues. Miller *et al.* (2014:136) indicated that the successful use of the skills and services available within the community is further compounded by extremely limited police resources. Previously, corporate sponsorship and donations have also made it possible for SAPS to enhance its service delivery and help to build security and stability (Louw, 2004:254).

Karn (2013:20) pointed out that the police “do not possess all the information needed” to evaluate all the problems and their causes, nor do they “have all the means to coordinate and deliver sustainable solutions”. This is relevant because all-source analysis of information that comes from the public can be useful to the SAPS and then disseminated (Gilbert, 2004:92). In this way, police can get general information to the

community regarding crime and the programmes that they are undertaking (Peak & Glensor, 2012:98).

Bullock *et al.* (2006:177) stated that both policing and partnership activities have been taking place in the context of programmes related to funding regimes to address their priorities. Bruce and Neild (2005:35) explained that some crime is unreported, especially when people mistrust and fear the police, which results in under-reporting. This information can be useful regarding hotspots, crime patterns, and individual interests. Importantly, it can be argued that accurate information can lead to active problem-solving if crime is fully reported.

2.7 CHALLENGES OF ESTABLISHING PARTNERSHIPS

Partnerships are not always easy to set up and maintain and need leadership, coordination, sustained involvement, and community participation. Mabunda (2014:27), in agreement, added that implementing partnerships in policing is challenging and requires significant financial and organisational investment. Gray and Purdy (2018:11) alerted us to the fact that simply teaming up with these partners does not offer an instant solution to the problem or issue because some of the partnerships may or may not work.

Sometimes, partners are unable to provide resources regardless of what was agreed. Hence, identifying a strong manager is a critical success factor (Peak & Glensor, 2012:100). Lack of funding is often mentioned as a reason for lack of sustainability, that is “reductions made in the first year could not be maintained, so not all interventions will work, and those that do work may not be able to be maintained therefore, if resources are limited, interventions must be prioritised” (Curtin, Tilley, Owen & Pease, 2001:34). Despite these challenges, police-community supervisory partnerships can be extremely worthwhile (Janetta & Latchmann, 2011:45).

2.7.1 Formalising of Partnership Agreements

Orr (2014:8) stated that many agencies have formalised partnership plans to facilitate and control participation. This creates a clear point of contact for partnership-related issues, ensures that attention is always paid to maintaining and enhancing

partnerships, and demonstrates the commitment and value of collaboration (Janetta & Latchmann, 2011:27).

In other words, a collaborative commitment in some form of Partnering Agreement or Memorandum of Understanding is recorded (Tennyson, 2011:15). As part of the police mandate as stipulated in the SAPS Act (Act 68 of 1995) which makes provision for the establishments of partnerships, the SAPS has entered into formal partnership agreements which are called MOUs with businesses such as BACSA, CGCSA and SABRIC. The agreement is in terms of legal requirements stating what the partnership is about, and what the aims and intended outcomes are that are expected (Frank & Smith, 2000:5). It is imperative that agreements be signed in consultation with the Executive Legal Officer and only by the National Commissioner of the SAPS (SAPS, s.a:1).

The researcher believes that it takes time to formalise a partnership, and it is important for the partners to consider the resources needed for the agreed project or programme.

2.7.2 Categorisation of Partnerships

Some of the partnerships the SAPS are involved in are with business, communities, faith-based organisations, traditional leaders, and non-governmental organisations. These reflect crime prevention partnerships (SAPS, s.a:1).

Even partnerships between governments, agencies, businesses, and institutions can be community-based, given that they provide something outside their organisation to enhance their goals and results (Frank & Smith, 2000:73). These positive images of the police and government working together to take action to make such changes can successfully build relationships and thereafter, collective efficiency over time (Grant, 2015:24).

Community partnerships are the police and community commitments to jointly resolve community problems (Kappeler & Gaines, 2011:4). This encompasses community partnerships such as CPF, Blue Patrollers Community, and Traditional. These

partnerships strengthen police relationships with the community that they serve (Kappeler & Gaines, 2011:4).

2.7.3 Lack of Commitment

Commitment at all levels in the organisation needs to be consistent. This is an important part of the process of building sustainable relationships which will have a long-term presence.

Partnerships are much more than discussions and involve a tangible commitment to collaboration; this kind of commitment is normally recorded in some form of partnering agreement or MOU (Tenneyson, 2011:19). Therefore, “each person must be clear about what his or her individual role is and then decide, overall, what agencies lead on what. This reduces the chances of interagency tension and friction” (Curtin *et al.*, 2001:32).

Newham and Rappert (2018:11) were adamant that community orientated policing interventions require proper community partnerships, political commitment, a multi-agency approach, and police cooperation. Atkisson (2015:28) pointed out that this collaboration requires commitment from all partners involved to give the necessary time, attention, and resources to set up the partnership processes. Therefore, the building and maintaining of partnerships “require resources and time to attend meetings, communicate with colleagues in other agencies, and engage in other work beyond regular responsibilities”, which is necessary and rewarding, but it is also difficult in agencies whose staff are already overworked (Janetta & Latchmann, 2011:42).

Curtin *et al.* (2001:32) advised that a successful project must have a dedicated project manager appointed to monitor its efficient structure and processes, including monitoring checks to ensure targets are being achieved.

2.7.4 Poor Communication with Partners

Kliem (2007:1) suggested that communication on the actual project can be challenging, therefore, project managers need to “communicate regularly with stakeholders at multiple levels within an organisation” and set up a communication

infrastructure to support the project. Interactions of this nature need partners to communicate with one another to understand each other and reach a common goal (Mersham & Skinner, 2002:2-3).

According to the ISS and CSIR Manual for Community Based Crime Prevention (2000:35), a communication plan must be developed from the onset with trained communication experts. This will also have time and cost implications, which will have to be taken into account when preparing the budget.

Hence, police-community partnerships with clear and achievable goals, adequate resources, and “consistent personnel with good communication support are more likely to succeed” (Newham & Rappert, 2018:11).

2.7.5 Understanding the role of partnerships

Recognising the differences and understanding the roles required, and at what stage and for what purpose, is important. It is equally important to make sure a particular role is assigned to the best person. Roles can often change during a partnership’s lifespan, and partners may grow into new roles as they become more experienced in the partnership (Tenneyson, 2011:19).

Kruger, Lancaster, Landman, Liebermann, Louw and Robertshaw (2016:23) explained the “role of a partnership would depend on local circumstances” and be built around “specific crime and violence problems as well as specific initiatives”. Awareness programmes are beneficial for people’s safety and their security; this assists the police public relations and encourages the community to report crime (Berning *et al.*, 2004:81). This is also a method to get the community involved with SAPS (Louw, 2004:251). More importantly, this will allow the community to take joint responsibility for safety and security (Zinn & Van Tonder, 2004:161).

This could lead to the creation of other new policing partnerships “between the police, the community, the business sector, government and the NGO sector, but also with the scientific research community, that is universities and bodies like the Human Research Science Council, international partnerships and research linkages between the SAPS and other countries” (De Lange, 2000:35).

Pillay (2008:142) posited that violent crime is a “central indicator of a range of socio-political factors”, which has long-term implications for social cohesion, democratic practices, and economic development in South Africa. Crime prevention interventions sometimes target the fear of crime by providing individuals and communities with “the education, tools, power, and collective security that can potentially contribute to alleviating fear” (Schneider, 2015:24).

Since crime prevention involves a various range of interventions, there are many individuals, professions, groups, and institutions through which interventions are initiated (Schneider, 2015:33).

2.7.6 Inadequate Monitoring and Evaluation of the Partnership

Inadequate monitoring and evaluation can have dire consequences. Monitoring is used to assess if the objectives are achieved through meetings, where feedback is given (Zinn & Van Tonder, 2004:192). Gosling and Edwards (2003:52) suggested that terms of reference can act as an action plan. This is useful as the SAPS, through their partnerships, conduct many programmes; a typical example is the eyes and ears initiative with BACSA which encourages reporting of crime. The monitoring process is important in determining what action is to be taken during the lifespan of a specific project or programme, and the key deliverables of that project are realised optimally while appropriate accountability is maintained throughout the project (Gudda, 2011:3). Once targets have been set and there is provision for project monitoring, an action plan needs to be completed to make sure that programmes or projects achieve their intended outcomes. The action plan needs to follow a logical, sequential order if it is to have the desired crime reduction effect (Curtin *et al.*, 2001:36).

Evaluation is a complement to the monitoring and sends a signal when things are going off track (Kusek & Rist, 2004:13). Peak and Glensor (2012:100) warned of the lack of evaluation components of many under-perceived, marginally funded, and short-lived initiatives. He added that the evaluation will provide valuable information to the police and will show the success or failure of efforts to prevent crime. Glasbergen (2007:15) differed to some extent and stated that each partnership should be assessed on its own merits. The need for monitoring and evaluation is “to measure

the quantity, quality, and targeting of services and to measure the results and impacts of these outputs and the causes of good and poor performance” (Mackay, 2007:1). Lab (2020:4) believed that the process of assessment takes into account the implementation of a programme or initiative and involves “determining the procedures used to implement a specific programme”. In addition, the author submitted that the objective of the cost-benefit assessment is to assess whether the intervention costs are justified by the benefits of the results that flow from it and, therefore, an assessment tool is necessary.

Hardy *et al.* (2003:9) provided four stages of development of a tool to assist the assessment of partnerships:

Stage 1: Partners must agree on the reasons for using the tool at the start of the process so that partners become more honest in their views about the partnership’s workings. This process is primarily developmental, more routine auditing or part of a larger remedial programme.

Stage 2: Partners will need to become familiar with expectations because independent, though not necessarily external, facilitation helps to manage the process and foster openness among partners. It has also proved helpful to bring partners together “to discuss the material and to complete the evaluation exercise. Partners can read the material and perform the exercises individually if they prefer or when it is difficult to bring partners together”. Each partner will complete the rapid evaluation profile sheets at the end of the assessment exercise, indicating their responses to a set of statements. It is important to keep in mind what lies behind the statements in these responses.

Stage 3: The next step in the process is “the analysis of these responses and the generation of a partnership profile”.

Stage 4: The results of the analysis perhaps during a workshop would give partners a chance to look at their assessments in more detail and “their particular judgements about individual statements”. In this final stage action, planning is then done to identify and agree with any remedial actions that need to be taken.

2.8 HOW PARTNERSHIP POLICING CAN REDUCE CRIME RATES

2.8.1 Crime Prevention

Crime prevention means a process of either eliminating or reducing the possibility of committing an offence (Crowe, 2000:23). Evans (2011:1) reminded us that the problem of crime has become more complex in recent years. Grant (2015:3) suggested that crime prevention, therefore, continues to evolve due to changes in society and varying local dynamics. Prevention of crime goes beyond traditional law enforcement to address safety and security issues (Berning *et al.*, 2004:75).

Carrying out the implementation of the NCPS pillars requires a multidisciplinary integrated approach where “all relevant departments view crime prevention as a shared responsibility and a collective priority” (Smit & Schnetler, 2004:13).

Schneider (2015:42) alerted us to the fact that programmes and groups have arisen over the years, specifically to prevent crime and criminality. The crime prevention initiatives “could focus on the victims, the offenders or the environment”. Initiatives could aim to reduce the vulnerability of citizens, develop initiatives to address reasons why certain people are at risk of committing crimes, and “situational factors of specific locations or areas that increase opportunities for crime” (Kruger *et al.*, 2016:8).

A lot of police work is reactive and focused on incidents rather than proactive and strategic. There have been few efforts “to shift policing to a more effective and sustainable approach to crime reduction” (Karn, 2013:3). Although the police are doing much more than fighting crime, they are responding to civil emergencies, maintaining order, and even undertaking social work and yet “are still the front line in tackling crime” (Karn, 2013:3).

Following previous research, Bruce and Neild (2005:35) suggested that many of the crime problems can be addressed using skills and resources that are only found outside police organisations, so that the police could be much more efficient; this would lead to better community relations and reduce the fear of crime. Collaboration is a powerful approach to get much-needed results, although it may not work in every situation (Kamensky, Burlin & Abramson, 2004:12). Schneider (2015:23) illustrated

that the importance of collaboration and coordination infuses other prevention-based approaches to crime, including community policing, the defining characteristic of which is partnerships between the police and the communities they serve.

Van Niekerk, Lochner, Naidoo and Zinn (2015:214) explained that SABRIC, for example, is a private initiative to combat organised crime and is supported by various banks and cash in transit companies. Therefore, valuable information on crime risk information, possible suspects, and modus operandi can save police time and resources.

2.8.2 Problem Solving

Community policing seeks to bridge the gap between the police and the community; it places far less emphasis on law enforcement and “uses a wider range of policing tactics, however, community policing is relatively unfocused unless it includes a strong component of problem solving” (Eck & Clark, 2008:62). Gopaul *et al.* (2016) emphasised that the gaps that exist between these collaborations need to be removed before they begin to affect the organisation in which implementation is taking place. This also emphasises the need for the police to first increase control and “build the trust and legitimacy of citizens before moving closer to ideas of citizen engagement and problem solving” (Grant 2015:34). Problem-solving must encompass the social risk factors that also drive the connections between the victim, offender, and location (Grant, 2015:41).

Arrington (2007:14) suggested that the most prevalent model for problem-solving used by law enforcement agencies is the Scanning, Analysis, Response and Assessment (SARA) model. The SAPS uses the Service Delivery Improvement Plan, which is a management tool and a problem-solving process intended to intensify and focus on problems at the police station level to outline how ideas and solutions can be generated and prioritised (Louw, 2004:252).

2.9 METHODS TO TACKLE CRIME THROUGH PARTNERSHIP POLICING

2.9.1 Social Crime Prevention

Prevention of social crimes is driven and notified by regulations (Berning *et al.*, 2004:78). Social crime prevention is responsible for “the implementation of crime awareness programmes and campaigns, the management of crimes against vulnerable groups, sexual offences, human trafficking, domestic violence” and the management of partners as stipulated in the SAPS annual report, 2017/2018 (2019:12). It seeks to prevent individuals from committing the offence through interventions (Evans, 2011:16).

This approach encapsulates the philosophy of community policing, which recognises that the police cannot solve security problems by themselves and encourages interactive partnerships with relevant stakeholders. These partnerships can achieve the two interrelated objectives of developing solutions to problems that may arise through “collaborative problem-solving and improving public confidence”. The submission of partners by Seitanidi (2010:22), is seen as a new way for society to govern itself and allows organisations from different sectors to jointly prioritise critical issues, shaping social priorities and social justice issues.

The principle of prevention is to prevent something from occurring which can be difficult to determine, therefore, efforts have been successful when the relevant information collected is used to prevent crime from happening (Eck & Clark, 2013: 62).

Grant (2015:3) concluded that social crime prevention seeks to reduce social risk factors of prevention in society. Glasbergen (2007:2) differed to a certain extent and postulated that partnerships are established to address societal problems.

2.9.2 Situational Crime Prevention

Situational crime prevention seeks to remove criminal tendencies by making the criminal action unattractive to criminals (Peak & Glensor, 2012:73). The police officers are regarded as vital entry points to social services and are strategically positioned to prevent crime and offenders from committing the offence (Braga, 2008:4).

For this reason, situational crime prevention is very useful for influencing offender behaviour, especially when “offender removal is difficult” because offender choices are often based on the local environment of crime opportunities, in which they “exploit the environment, taking advantage of circumstances that encourage crime” (Eck & Clark, 2008: 62).

Peak and Glensor (2012:95) explained that this can be done by collaborating with security personnel to install security systems and alarms. This is in line with the NCPS multi-pronged approach, which emphasises a collection of interventions which include community partnerships, public education, reforming social values, and changes in environmental design (Pillay, 2008:7).

Grant (2015:11) added that these environmental changes “decrease the available opportunities for crime, thereby preventing crime from occurring in the first place”. The author also suggested that victims could ensure that they use well lit up areas and areas where Closed Circuit Televisions (CCTV) are installed as this could prevent offenders from choosing that particular area to commit crime. The author further provided an example, whereby “victim awareness strategies can make potential victims less vulnerable”, or the use of Closed Circuit Televisions (CCTV) and increased lighting in a high crime street segment “may prevent offenders from choosing to commit crime in that particular location” (Grant, 2015: 11). This is because the layout of the area will have a profound effect on the community (Mackey, 2013:8).

Van Graan and Budhram (2015:60) also suggested that monitoring of CCTV surveillance of both public and private areas, such as financial institutions, mining premises, gambling houses, and freeways have become a common practice. These systems will implement real-time monitoring to detect incidents, identify offenders, and be used as evidence in court. Situational crime prevention strategies should still be included “as a first phase activity to address the most serious hot spots in such communities” (Grant, 2015:41).

2.9.3 Collaboration with Law Enforcement

Pupura (1997), as cited in Burger (2007:15), defined law enforcement as the legal application for dealing with behaviour that violates the law. Law enforcement refers to the core of policing; seeing visible street police, detectives, and prosecutors who track crime and bring the perpetrators to justice (Mofomme, 2004:74-75).

The past two decades have seen a period of revitalisation for the field of law enforcement that emphasises partnerships with the community and highlights the confidence that policing can be effective in making neighbourhoods safer (Janetta & Latchman, 2011:3). Holtmann (2011:47) explained that having faith in the capability of law enforcement to deal effectively with crime and offenders improves public confidence and “increases participation of victims and witnesses in criminal justice processes, to the advantage of the system” and reduces fear of crime.

Elliot and Fagan (2017:178) have also noted that law enforcement activities can be focused on hot spot areas; hot spot policing is based on social organisation and deterrence theories, where high crime areas are identified through crime mapping. In addition to traditional reactive law enforcement, police see community policing and problem-oriented policing as the two most important proactive crime prevention philosophies carried out (Schneider, 2015:40).

As a result, involving the combination of strategic law enforcement with situational and social prevention efforts helps lessen repeat victimisations and increases their effectiveness (Karn, 2013:3). These partnerships can achieve improved public safety and address community-level crime problems (Janetta & Latchmann, 2011:7). This has resulted in the emergence of “municipal-based projects to enhance cooperation between private and public policing bodies” (Diphoorn & Berg, 2013:425).

Kamalu and Onyeozili (2018:72) were of the view that law enforcement establishes a more aggressive way to fight crime such as the broken window, which intends to bring full control and commitment by instituting prevention measures, proactively preventing crime. Burger (2007:54) posited that according to this theory, if disorderly behaviour is not checked and unregulated it “sends a message to citizens that the area is unsafe”.

Therefore, Kelling and Cole (1997), in Burger (2007:55), advocated that a close collaborative approach between the police and the citizens is needed to fix the broken windows. This can be done through integrated awareness programmes and effective policing. Individual or isolated projects within an organisation could mean duplication of effects, and “multiplication of tasks that can lead to the inability of providing goods and services at the end of the project” (De Lange, 2000:23).

Burger (2007:90) supported the Justice Crime Preventing & Security (JCPS) cluster approach as it demonstrates a move in the right direction to bring government departments closer together in terms of their interrelated roles and responsibilities.

According to Smit and Schnetler (2004:16), the JCPS cluster consists of integrated departments such as the Department of Justice, Correctional Services, Safety and Security, Constitutional Development, Defence, Social Development, Finance, Foreign Affairs, South African Revenue Service, South African Police Service, National Intelligence Agency, National Directorate of Public Prosecution. These entities need to focus on resources in addressing the incidence of crime and public disorder. Burger (2007:90) supported the JCPS cluster approach as it demonstrates a move in the right direction to bring government departments closer together in terms of their interrelated roles and responsibilities.

Community supervision agencies that collaborate with law enforcement in devising problem-solving approaches contribute to all four steps in the SARA model. They offer a different perspective during the scanning phase, and their role in identifying and prioritising problems increases their commitment. They also contribute to their knowledge of individual-level risk factors to the analysis phase, while also benefiting from the knowledge that police have regarding neighbourhood risk factors (Janetta & Lachman, 2011:3).

The exponential growth of crime in South Africa has unleashed fear amongst citizens in the country. The increase in crime as reflected in the SAPS Annual Crime Statistics 2017/2018 mentions that communities feel unsafe and ultimately, this affects their way of life. Hence the need to create safer communities by the police organisation that has a responsibility to protect the community against crime, yet, the SAPS cannot control

crime alone. Therefore, it tries to effect the prevention of crime through collaboration with both the private sector, government, and NGOs as a tool in the fight against crime. There is a realisation that a multi-stakeholder collaboration can be used to prevent and reduce crime effectively and efficiently (Burger, 2007:77).

Previously, crime prevention was the main responsibility of the police but presently, the joint responsibility of both individual members of the community and the police are being encouraged. Although it is impossible to prevent every crime from happening, taking this proactive policing approach can prevent criminal activities. In the partnership approach, crime becomes everybody's responsibility and hence, individuals can take responsibility for their own safety. Therefore, there should be an integrated approach that involves all partners to identify and address the root causes of crime in affected communities (SAPS, 2014:8).

This collaborative approach aims at preventing crime and pooling different resources to deal effectively with crime. This will also go a long way in eradicating the way things are done in silos. It has become evident that these collaborations produce solutions that cannot be achieved independently (Gray & Purdy, 2018:8). The SAPS has thus already concluded agreements with stakeholders to tackle crime effectively and efficiently.

The need for formal agreements with partners is essential to reinforce commitments and responsibilities as well as to ensure the achievement of goals and objectives. Louw (2004:251) pointed out that these partnerships are beneficial to both organisations involved.

2.9.4 Sector Policing

Dixon and Raunch (2004: 4) claimed the idea of sector policing was imported to South Africa from abroad around the time the democratic transition took place, and undeniably because of a South African police officer taking a donor-funded trip overseas.

According to the SAPS National Instruction (NI 3 of 2013), sector policing is designed to “support the implementation of the community and partnership policing philosophy

by dividing the police area into smaller, manageable sectors to improve the community". The appointed Sector Commander is responsible for building and nurturing relations with the community and identifying the root causes of the problem to reduce crime through joint proactive efforts.

In addition, Baloyi (2013:20) believed that policing the sector would help SAPS members reduce crime "through effective crime prevention and investigation". The problem-solving approach in sector policing will help the police to work with the community to identify challenges experienced within communities to fight crime.

The problem-solving approach in sector policing will help participants at the sector level to jointly identify early-stage challenges and prevent the escalation of crime, and this proactive interaction will have a positive social impact in enhancing community-police relations in the fight against crime.

2.9.5 Community Police Forums

The importance of community safety led to the establishment of Community Police Forums (CPF) in 1994 and since their establishment, CPFs have "with changing degrees of community representation and usefulness expanded their function, in some cases to include local crime prevention initiatives" (Holtmann, 2011:14). Berning *et al.* (2004: 97) postulated that they can locate capacity within local communities.

According to the South African Police Service Community Policing Strategy (SAPS, 2015:2), the establishment of CPFs is provided in Chapter 7 of the SAPS Act (Act 68 of 1995) which outlines the objectives of the forum and the maintenance of partnerships between the community and the SAPS to promote cooperation regarding policing. This community policing requires that CPFs be established at various station levels, where the CPF, Stationer Commander, and other station role players represent the community (Mofomme, 2004:61-62).

During 2018/2019, the SAPS implemented functional CPFs at 1 144 of the 1 149 police stations SAPS annual report 2018/2019 (2020:12). Local relations and partnerships established between the SAPS and CPFs, local government, and a host of other state

and civil role-players, was seen as an engine room for crime prevention (Berning *et al.*, 2004:79).

This supports the fact that crime prevention relies on an all-inclusive approach, which in turn is based on the assumption that “private citizens play a major role in maintaining order in a free society” and should therefore assume some responsibility for crime incidence prevention (Schneider, 2015:19).

2.10 DEVELOPMENT OF PARTNERSHIP PROGRAMMES TO ADDRESS SAPS PROJECTS

According to Montesh and Berning (2015:258), partnerships in essence should form an integral part in youth crime prevention, taking into account the wide-ranging cases of crime. Therefore, public awareness campaigns in schools are continuously being utilised to address the conventional perceptions of male and female sexuality and statuses that underline specific discrimination and violence. This can be attributed to the fact that society looks to police departments to deal effectively with crime (Braga, 2008:1). The awareness programmes also support the government’s outcome 3 that all people should feel safe in South Africa through strengthening inclusive governance of safety at a local level and improving the conditions for building safer communities with support from national and provincial levels (NPC, 2011).

The SAPS supports this initiative by implementing the Youth Crime Prevention Strategy that empowers young people to play an active role in building a safe and secure South Africa (SAPS annual report, 2018/2019 (2020:12)).

Grant (2015:48) believed that integrating social crime prevention plans across multiple areas can help young people create a sense of belonging, leading to a sense of personal hope. One such project as part of the SAPS crime-fighting initiatives is the Junior Commissioner Project for Learners which discourages young people from participating in various criminal trends, such as drug abuse as mentioned in the SAPS annual report 2018/2019 (2020:12).

According to Schneider (2015:21), these crime prevention initiatives for the community are specifically concerned with reinforcing or changing individual behaviours of

residents to strengthen the local social environment that can informally regulate itself, including the regulation and prevention of criminal, delinquent, disorderly, and uncivil behaviour. This collective action may also contribute directly or indirectly to community safety by adopting social interaction and cohesion within a neighbourhood, which in turn can strengthen the informal social control that is central to community crime prevention (Schneider, 2015:30). With this in mind, society is becoming more proactive when it comes to crime, as most entities whether businesses, religious groups, or schools have now undertaken to make some sort of crime prevention effort (Mackey, 2013:23).

2.11 EXPECTATIONS OF SAPS IN THE IMPLEMENTATION OF PARTNERSHIPS IN TERMS OF THE SAPS PARTNERSHIP GUIDELINES

2.11.1 Station Level

The station must designate a permanent member as a crime prevention partnership coordinator, preferably a member attached to visible policing for their station.

The crime prevention partnership co-ordinator must: mobilise the community to identify and establish crime prevention partnerships with the SAPS; educate the community on crime prevention partnerships; and keep an electronic database to capture all information then send the information to the relevant Cluster Commander or provincial office (SAPS, 12:5).

2.11.2 Cluster Level

According to the SAPS Partnership Guidelines (SAPS, 2012:6), the Cluster Commander must: maintain an electronic database to capture all information received from the stations under their command relating to crime prevention partnerships; identify common partnerships between police stations; facilitate the implementation of the partnerships at the station level; and collate all reports on established partnerships and send information to the Provincial Commissioner.

2.11.3 Provincial Level

At the provincial level, the Provincial Commissioner must designate a permanent member as a crime prevention partnership co-ordinator for their province, preferably

the Provincial Head: Visible Policing. The designated member must: encourage community participation and ensure that the police partnerships are carried out at every station in their province and that the partnerships established are supervised; maintain an electronic database to capture all information received from clusters under its control relating to crime prevention partnerships; identify common partnerships; and collate all reports on established partnerships and send information to the Divisional Commissioner: Visible Policing (SAPS, 2012:6).

2.11.4 National Level

According to the SAPS Partnership Guidelines (2012:7), the Divisional Commissioner: Visible Policing may designate a permanent member as a Crime Prevention Partnership Co-ordinator for the service. The designated member must: monitor the implementation of partnership policing in the SAPS; verify that all partnerships meet the prescribed requirements; and evaluate the effectiveness of established partnerships via data collection, analysis, and interpretation. A national database must be established to capture all information on established partnerships; specific toolkits or guidelines must be developed along with a monitoring and evaluation tool to support each category of partnership; and a communication and marketing strategy for policing market partnerships must be developed within and outside the SAPS.

2.12 SUMMARY

The SAPS is responsible for crime prevention in South Africa through the principles of community policing. It is evident that the police cannot fight crime alone and that a collaborative effort involving a range of stakeholders is key to crime reduction in the country.

Building partnerships with corporations, governmental, non-governmental, faith-based, private and civil organisations, brings together a variety of resources and skills to actively reduce crime and alleviate the burden of limited resources. This becomes a shared responsibility, and it becomes everyone's responsibility to contribute to it.

This also implies that both the community and the police accept joint responsibility to find strategic solutions to crime. This collaborative approach shows unity and builds

trust in the community. Although there are challenges in establishing partnerships, establishing effective partnerships between the police and the community can play an important role in reducing crime. The SAPS has entered into agreements to enhance active citizenry and achieve its goals and objectives.

Crime trends have increased, affecting the way of life of communities and instilling fear in society which can lead to communities losing faith in the police with adverse effects. Collaborating with stakeholders can help with community interventions to prevent crime, such as public education and crime awareness programmes. These types of intervention also function as multipliers of forces to initiate critical programmes.

The use of building relations utilising CPF structures and sector forums brings the service closer to communities and the partnerships with them can help them in fighting crime while reaching out to traditional leaders, the youth, schools, and faith-based organisations who can assist with social cohesion programmes and hence embrace the principles of community policing. Social crime prevention addresses the social aspects of the community which reduces social risk factors of preventing crime in society through preventative programmes and information that victims might need.

Situational crime prevention addresses crime prevention through environmental design, and is about changing the environment which makes it less attractive for the offender to commit crime. Law enforcement should establish a more aggressive way to fight crime. This simply means that if disorderly behaviour is neglected and unregulated, it sends a message to citizens that the area is unsafe therefore a close collaborative approach is essential between the police and the citizens to fix the broken windows.

Collaboration with partners is essential and must be assessed, once the objectives and outcome areas have been decided, through an impact assessment involving a monitoring and evaluation process.

The following chapter presents the data analysis and interpretation of the participants' responses and literature reviewed concerning the establishment of partnership guidelines in the SAPS.

CHAPTER THREE

PRESENTATION AND DISCUSSION OF RESEARCH FINDINGS

3.1 INTRODUCTION

This chapter presents research findings of participants' opinions on the SAPS Partnership Guidelines, the challenges they experience and what needs to be improved and implemented towards achieving effective partnerships in the SAPS. The practicality of partnerships to support policing initiatives and reduce crime depends on the partners working together systematically and their willingness to assist the police in keeping order in communities. The previous chapter focused on the literature review and theoretical framework of the study. It was based on what is known about the topic from various researchers and theoretical perspectives. Twelve participants were interviewed in the study to gain more insight into the objectives of the study. Interviews were recorded, transcribed, and then analysed in terms of the spiral analysis method. This chapter presents data gathered through interviews with selected participants as well as the incorporation of viewpoints from the literature and indicates the extent to which the authors' opinions support or corroborate the research data. Finally, the data interpretation indicates the challenges of the SAPS Partnership Guidelines.

3.2 BACKGROUND INFORMATION ON PARTICIPANTS

The sample comprised 12 participants who participated in the study. The sample was chosen to ensure that people with relevant experience in the field of partnerships were interviewed. The information below provides the profiles of the participants. The table shows that the majority of participants who have diplomas have less than five years' experience in dealing with partnerships; two participants have more than five years' experience; three participants have more than 10 years' experience; and two participants have more than 15 years' experience. All the participants have post-graduate qualifications.

Table 3.1: Participants' Training, Qualifications, and Work Experience

Participant	Educational Qualifications	Currently Working with Partnership Agreements	Years of Experience Dealing with Partnerships	Training Received on Partnership Agreements
1	Degree	Yes	19	No
2	Diploma	Yes	4	No
3	Diploma	Yes	4	No
4	Master's degree	Yes	20	No
5	Diploma	Yes	15	Yes
6	Diploma	Yes	4	No
7	Degree	Yes	10	No
8	Degree	Yes	5	No
9	Masters	Yes	15	No
10	Degree	Yes	5	No
11	Diploma	Yes	10	Yes
12	Diploma	Yes	5	Yes

3.3 RESEARCH FINDINGS CONCERNING THE INTERVIEWS CONDUCTED

In this discussion, the responses of the participants are discussed in line with the specific objectives of this study.

3.3.1 To Describe How the SAPS Partnership Guidelines are Currently Implemented

The SAPS Partnership Guidelines was developed by the Division: Visible Policing, Section: Partnership Policing and circulated for implementation to all levels (station, cluster, provincial office, and national office) of the SAPS. Firstly, crime prevention partnership coordinators have to be appointed to facilitate the implementation of partnerships (SAPS, 2012:7). Secondly, potential partners are identified by the SAPS to establish a partnership. The Division: Visible Policing, Section: Partnership Policing is mandated to implement the partnership guidelines. Participants acknowledged that they are aware of the Division: Visible Policing which is responsible for establishing partnership guidelines in the SAPS. This view was supported by one of the participants who asserted: *“In the South African Police Service, we have this section, this partnership policing and the component Division: Visible Policing which is responsible for establishing partnerships in conjunction with police services”*. Another participant stated further: *“There is a Division: Visible Policing that manages partnership guidelines and work on behalf of the National Commissioner”*, and this view was further shared by one of the participants who indicated that the *“Division: Visible Policing section deals with partnership guidelines”*.

Thirdly, consultation must take place between these potential partners. One participant stated: *“If the partners agree to proceed with the partnership, then we hold engagement meetings”* further stating that *“the screening process to identify potential risks are also done at this time”*. Another participant said that *“during the engagements, an MOU is also drafted”*. After the consultation process, the process of engaging the legal entities from both parties is required as pointed out by another participant who stated that the *“legal sections from both entities are on board to sort out the legal aspects”*. Once the consultation process is finalised, the final step is to ensure that the MOU is endorsed and the implementation of the agreement is put into action. Participants acknowledged that the National Commissioner of the SAPS and

the Chief Executive Officer (CEO) from the business sector will endorse the partnership agreements as outlined in the SAPS Partnership Guidelines. They further highlighted that *“the National Commissioner of the SAPS and CEO from the business side”* are the accounting persons in these partnership guidelines.

Lastly, one participant provided clarity as to what is done when the MOU is signed: *“After the MOU is signed off, programmes are implemented, and steering committees are formed for implementation as agreed upon”*.

There was evidence in the data that the majority of the participants share different views of the legislation guiding the implementation of partnerships in the SAPS. One participant said: *“The SAPS Act will play a guiding role in the partnership guidelines”* and another participant pointed out that *“there is a circular from legal services on the implementation of partnerships guidelines”* further stating that *“the constitution and different governments work together”*. Another participant added: *“We have the establishment of partnership guidelines in place and have an authorisation letter.”* However, one participant admitted: *“I am not aware of the legislation on the implementation of the partnership guidelines”*.

It further emerged that resources are crucial to assist the police in fighting crime. One participant asserted: *“The SAPS do not have enough resources to perform their functions and therefore need support from the community to effectively address the current needs”*. Yet another participant simply maintained that *“from a resource point of view, it is about scaling up capabilities to achieve something”*. Additionally, one participant explained that *“partnerships are beneficial as police will be able to cover a lot of work due to resources”*.

Participants also provided clarity in terms of how partnerships in the SAPS have evolved. For instance, one participant stated: *“It evolved over the years and technology played an influencing factor as the modus operandi of perpetrators changed. Partnerships were formed to enhance capability and resources”*. Another participant elaborated further by indicating that *“before 1994, the SAPS was called South African Police Force and they were not consulting ... with communities. After 1994 the SAPS became a service and started the process of consulting with*

communities". Moreover, one participant also added that this phenomenon "*evolved throughout the years and the SAPS is now more open to get ideas and more role-players since the establishment of partnership policing*".

From the discussions above, it was evident that participants have sufficient knowledge of the partnership guidelines and their responses are in line with some of the aspects mentioned in the SAPS Partnership Guidelines. The next objective will explore the challenges that are facing the implementation of the partnership guidelines.

3.3.2 To Explore the Challenges Facing the Implementation of Partnership Guidelines in the SAPS

A time-consuming process to conclude the agreements

The purpose of this section was to establish the challenges that stakeholders experience in their partnerships that are established. The participants' responses showed that the time it takes to conclude the agreements is lengthy. According to some participants, there was a negative acknowledgement regarding the time it takes to conclude these partnerships. For instance, a participant mentioned that "*the challenge is the time it takes from initiation until approval*" and another participant added that "*reviving partnerships takes time*". However, there was one participant who pointed out that the "*private sectors move faster than government*".

Limited police resources and capacity

The data particularly showed that there was a significant challenge with police resources to deal with the rise in crime and participants pointed that out:

With the escalating crime levels, the government found themselves stretched in terms of resources and with the community is growing at a fast rate, the police ratio for the population is not where it is supposed to be, therefore, police need interventions or help to deal with crime.

Another participant also agreed with this view and mentioned that businesses can intervene to contribute towards crime reduction and said that "*partnership with business can alleviate the challenges of resources faced by the police*". Interestingly,

one participant stated further that *“information sharing”* and *“further resource expertise”* are needed.

The nature of the change in management in the SAPS impeded the progress made by the partners. This was of concern to the stakeholders as one participant argued that *“there is a constant rotation in SAPS, new people get appointed and don’t get properly orientated”*. In support of this view, another participant asserted: *“Due to constant rotation, people appointed, and poor training on existing relationship contributes to work that has been done”*. One participant alleged that *“change management with law enforcement impacts on relationships”*. Another participant further recommended that training be conducted on partnerships, stating that *“police training in specific fields is needed”*.

Lack of understanding on guideline legislations

Another challenge that emerged is that participants lack understanding of the guiding principles on the implementation of the guidelines, as one participant explained that it is *“legislation guiding the implementation of partnerships in the SAPS*. One participant said: *“I also think the SAPS Act will play a guiding role in guiding this”* while another participant pointed out that *“there is a circular from legal services ... constitution and different governments to work together”*. Another participant added that *“we got the establishment of partnerships in place ... we also have an authorisation letter ... Chapter 7 of the police”*. However one participant admitted: *“I don’t know”*.

The challenges mentioned from the above inputs of implementing the partnership guidelines should be addressed for the partnerships with the SAPS to work effectively and efficiently. The participants were of the view that capacitating personnel through training, resources, commitment, and identifying the right person for the task might result in partnerships being more effective and efficient. The next objective will depict the current mechanism for the evaluation of the partnership guidelines in the SAPS.

3.3.3 To Identify and Describe the Current Mechanism for Monitoring and Evaluation of Partnerships Guidelines in the SAPS

The purpose of this question was to establish whether the participants could describe what the current mechanism is to monitor and evaluate the SAPS Partnership Guidelines. The participants indicated that there is no mechanism in place. For instance, one of the participants said: *“There are no monitoring and evaluation tool in place”*. Another participant in support of this view stated that *“currently, there are no mechanisms in place from the police and it is important to monitor return on investment and the value the relationship brings”*. Interestingly, one participant even reflected on a discussion that transpired during a meeting regarding the monitoring and evaluation tool and said: *“The National Commissioner did request it ... have not seen anything specifically in the police”*.

From the discussion above, the majority of the participants articulated that there are no current monitoring and evaluation processes established for partnerships and felt that such tools should be in place.

3.3.4 To Investigate and Understand How the Current Reporting Process is Conducted

To understand how the current reporting process is conducted between the SAPS and their partners, the following question was asked: “How is the current reporting process done in terms of partnerships in the SAPS?” The data also showed that meetings are held with the partners as mentioned by one participant who stated: *“Steering Committee Meetings and Project Steering Committee meetings are held”*. Another participant presented a similar view by saying that an *“executive steering committee is established with senior executives”*. This viewpoint was further articulated by one participant who said that in addition to the meetings they also communicate through *“emails and telephonic conversations”*.

As part of establishing what transpires during the meetings with the stakeholders, the participants also provided insight. For instance, one participant said: *“During these meetings, feedback on programmes are given, which include graphs and statistics”*.

Another participant added:

We do presentations, report on projects that we have in place or even new projects; we also go through our action plan step by step to see if each of us are doing what we are supposed to do, and we also are allowed to give comments and feedback, as you can understand that communication and planning is key and this ensures accountability for all the stakeholders.

Finally, one participant also added: *“These meetings are necessary to keep the partnership momentum going and we are able to deal with problems at these meetings”.*

From the above discussion on understanding how the current reporting process is conducted, it became evident that meetings are being held with partners.

3.3.5 To Contribute to Knowledge to Improve the Current SAPS Partnership Guidelines

Participants were asked the following: “What can be done to improve the current SAPS Partnership Guidelines?” Based on the data collected, the participants suggested that the current SAPS Partnership Guidelines should be reviewed so that they can be improved.

For instance, one participant suggested that they should *“review the partnership guidelines and look into the implementation of the MOU and evaluate awareness campaigns and see if they are making impact to our communities or not”*. Another participant had a similar view and said that *“the guidelines must be reviewed”* while another participant in response to improving the guidelines suggested that *“there needs to be quick turn-around times, monitoring and evaluation and commitment from all role-players are needed to make an impact”*.

In addition to the review process participants provided further suggestions to improve the guidelines. One participant suggested:

There must be a National Coordinator in place to evaluate and access partnerships and there must be a measurement process in place to determine

if the partnership is working as partnerships should not be concluded just for the sake of having one.

Another participant felt that *“there is a need to ensure that the right people are identified and appointed to meetings”*.

From the discussions, it emerged strongly that the partnership guidelines should be reviewed.

3.4 DISCUSSION OF RESEARCH FINDINGS

This chapter presents the findings of the research objectives and discusses them. The one-on-one interview sessions with the relevant research participants were utilised to explore the experiences of the people working with partnerships with the SAPS.

3.4.1 To Describe How SAPS Partnership Guidelines are Currently Implemented

The findings revealed that the SAPS Partnership Guidelines are used to implement partnerships in the SAPS. It emerged that the guidelines established have not been reviewed since its inception in 2012. In line with the SAPS Partnership Guidelines (SAPS, 2012:5), the review should be done every five years. The current SAPS Partnership Guidelines necessitate the need for collaboration with various businesses, non-profit organisations, and non-government organisations to work together in an effort to combat crime. Partnerships stem from community policing; it is regarded as a paradigm shift based on the concept that if police officers and people work together in creative ways, community problems and crimes can be solved (Kappeler & Gaines, 2011:9). These partnerships are essential as they bring resources and necessary skills to the organisation to fight crime. This was highlighted in Chapter Two of this study by Miller *et al.* (2014:136) who articulated that the need for the successful use of the skills and services available within the community is further compounded by extremely limited police resources.

3.4.2 To Explore the Challenges Facing the Implementation of Partnership Guidelines in the SAPS

From the findings, it emerged that the challenges facing the implementation of the SAPS Partnership Guidelines in the SAPS include the lack of cooperation and

coordination of resources among the stakeholders; the considerable time it takes for the actual MOU to be concluded between the partners; lack of skills and resources by the police to effectively address crime and safety issues; and lack of communication due to change in management in the SAPS. This study has shown that these partnerships are important because they bring resources and new ideas to problem-solving issues (Schneider, 2015:23; Rogers, 2017:119). The SAPS cannot deal with these issues alone and collaboration is needed. The agreement is in terms of legal requirements stating what the partnerships are about, and what the aims and intended outcomes are that are expected (Frank & Smith, 2020:5).

Communication amongst stakeholders is in line with the finding of Kliem (2007:1) who discovered that communication amongst partners can be challenging, therefore, the project managers should communicate regularly with stakeholders at multiple levels within an organisation and set up a communication infrastructure to support the projects. From the findings, there was a clear gap between the SAPS and the external partners. Gopaul et al. (2016) emphasised the gaps that exist between these collaborations and pointed out that these gaps need to be removed before they begin to affect the organisation in which implementation is taking place. The research results have shown that the SAPS has not resolved these gaps, and this has had a negative influence on the implementation of the SAPS Partnership Guidelines.

3.4.3 To Identify and Describe the Current Mechanism for Monitoring and Evaluation of Partnership Guidelines in the SAPS

It emerged from the findings that participants perceived that there is no mechanism in place to monitor and evaluate partnerships to determine if the aims and objectives of the SAPS are met. Monitoring and evaluation are critical for the implementation of partnerships. The reason is to determine if the partners are making an impact in terms of the aims and objectives. The development of such a mechanism will also monitor the performance of the various partners. Based on the findings, the development of a monitoring and evaluation tool would be to measure the quantity, quality, targeting of services, the results and the impact of these outputs, and the causes of good and poor performance (Mackay, 2007:1).

3.4.4 To Investigate and Understand How the Current Reporting Processes are Conducted

It came across in the findings that the reporting processes between the SAPS and their partnerships is through meetings, email correspondence, and telephone. It was, however, mentioned that not all the relevant people show up at the meetings. Monitoring is used to assess if the objectives are achieved through meetings where feedback is given (Zinn & Van Tonder, 2004:192). Meetings that are not productive can have a negative impact on partners. The fact that the meetings were not consistent and effective discouraged the partners. Consistent meetings are necessary to support the notion of stakeholder commitment to render valuable business results for an organisation (Vance, 2006:2). These findings were consistent with Janetta and Latchmann's study (2011:42), who found that improving the current reporting mechanism requires maintenance of partnerships, resources, time to attend meetings, and communication with colleagues. Atkisson (2015:8) showed that success for these partners to improve on their performance would require excellent integrated knowledge sharing in useful ways.

3.4.5 Knowledge Contribution of the Study to the SAPS

The findings revealed that the participants sought to improve the way the SAPS Partnership Guidelines works. The objective is to prevent crime and ensure the safety of citizens in the country. The guidelines currently employed by the SAPS to enhance community policing are ineffective because these challenges continuously repeat themselves. This finding was significant as Burger (2007:77) stated that collaboration between multiple stakeholders can be used to effectively prevent and reduce crime. This study concurred with the study by Dempsey and Frost (2008:334) that these improvements will also embrace the community policing concept that emphasises partnerships with the community, problem-solving, and organisational transformation.

3.5 SUMMARY

This chapter discussed the various findings which emanated from the current qualitative research conducted regarding the evaluation of the SAPS Partnership Guidelines. The findings of the study were discussed in respect of the objectives of

the research and validated by other scholars in Chapter Two. In addition to that, suggestions to improve the SAPS crime prevention guidelines were highlighted to provide possible solutions. The next chapter concludes the research and describes the recommendations to the SAPS Partnership Guidelines and indicates what can be done to guide the organisation to improve on the partnerships with the SAPS.

CHAPTER FOUR

RECOMMENDATIONS AND CONCLUSIONS

4.1 INTRODUCTION

This chapter provides a summary of the study and makes recommendations drawn from the various aspects related to the evaluation of the SAPS Partnership Guidelines. The final section is the conclusion of the study.

4.2 SUMMARY OF THE STUDY

To acquire an understanding of how the SAPS Crime Prevention Guidelines are implemented, the researcher employed a qualitative approach for this study. By choosing the qualitative research approach, the challenges that were experienced between the stakeholders were revealed. Firstly, by using the qualitative research approach the researcher was able to analyse the partnership agreements and to meet virtually with research participants to obtain detailed information that addressed the issue at hand. Approaches such as one-on-one virtual interviews aided the researcher to probe research participants to get a better understanding of how the SAPS Partnership Guidelines are implemented and the challenges they encounter with the partnerships. The one-on-one interviews were also to obtain various understandings of the participants' perceptions, perspectives, and challenges experienced with the SAPS Partnership Guidelines. The participants articulated their views and experiences regarding the implementation of the SAPS Partnership Guidelines. The information from the participants provided a better understanding of the implementation of the SAPS Partnership Guidelines and aided the researcher in getting more information for the research study. By employing qualitative research methods the researcher was able to get a better insight into the challenges that the partners experienced and how the implementation of the SAPS Partnership Guidelines impacted crime reduction. Subsequently, the study findings add great value as they can serve as a baseline to improve the implementation of the SAPS Partnership Guidelines. The value that these partnerships bring was highlighted in Chapter Two.

Secondly, the researcher focused on obtaining answers to the research question on hand and achieving the objectives of the research study. This was done through semi-structured virtual interviews with open-ended questions. This process allowed the researcher to probe the participants in order to get more details on the implementation of the SAPS Partnership Guidelines. Through observations, the researcher observed existing practices that the participants utilised to establish partnerships. This allowed the researcher to understand how the procedures and techniques worked and how they could be improved. The researcher then used the spiral method during the collection phase of the study to interpret the data and to reveal the findings of the study. This method assisted the researcher to extract valuable information obtained from the participants in a systematic way and to discover exactly how the SAPS Partnership Guidelines are implemented.

Thirdly, the study reflected that although there are challenges that are experienced with the SAPS Partnership Guidelines, the stakeholders are still committed to achieving the ultimate goal which is fighting crime in the country. It became evident from this research that there is a need for changes to the SAPS Partnership Guidelines. During the data collection, the researcher established that all participants have tremendous knowledge of partnerships and were able to provide answers to the questions posed.

Fourthly, the values of ethical considerations were maintained throughout the study. The researcher also obtained permission from the SAPS and other stakeholders to conduct the study. Therefore, an informed consent form was distributed among research participants who participated in the study to ensure that they read and understood what was expected of them during the interviews. This process also ensured that they were aware of the researcher's intention to evaluate the SAPS Partnership. The researcher is currently working with partnerships at the Division: Visible Policing and Operation, Partnership Section. The participants were also informed that their information was confidential and that they could withdraw from the interviews at any stage. During the interviews, it was again highlighted that their participation was strictly voluntary and that they were not forced to participate in the

study. To protect the participants from harm, virtual interviews were conducted and social distancing was adhered to as stipulated by the Disaster Management Act.

Lastly, the researcher explored reflexivity by reflecting on the challenges of implementing the SAPS Partnership Guidelines with both SAPS members and their external partners. This also contributed to the researcher being able to extract useful information that contributed to the success of the study.

The objectives of the study were mentioned in Chapter One (see Section 1.4). In line with the objectives referred to above, the findings are summarised in the next section.

4.3 SUMMARY OF THE FINDINGS

4.3.1 Objective 1: How SAPS Partnership Guidelines are currently implemented

The SAPS Partnership Guidelines was developed by the SAPS for the establishment and implementation of partnerships throughout the service. Crime prevention partnership coordinators are appointed to maintain these partnerships. Once the consultation process is finalised with the partners, the final step is to ensure that the MOU is endorsed by the identified signatories and the implementation of the agreement is put into action. One of the delays in establishing these partnerships is the delay in the way the current SAPS Partnership Guidelines are implemented. The process is time-consuming and lengthy. It is due to the nature of partnerships established that programmes and projects are developed to fight crime. The findings of the study revealed that the SAPS members cannot fight this battle alone, thus intervention from all stakeholders is needed.

4.3.2 Objective 2: To explore the challenges facing the implementation of Partnership Guidelines in the SAPS

One of the challenges facing the implementation of the current SAPS Partnership Guidelines is that it must be reviewed. The study reflected that the MOU is a formal agreement that is signed by the SAPS and stakeholders. The process that it takes to conclude the MOU is lengthy which can delay the implementation of programmes to combat crime.

There is a lack of communication and commitment among the stakeholders which hinders them from effectively implementing programmes to prevent crime. The lack of training further prohibits these partnerships from achieving the main objective which is to fight crime. Training could prepare the stakeholders to understand their roles and responsibilities and what is expected of them. Since no training course is in place, the researcher suggests that formal training be given on partnerships internally in the SAPS as well as with stakeholders. This study has shown that the police lack the resources and capacity and that these collaborations are essential as they bring about sharing of resources and skills. There is a need for collaboration and healthy relationships between these entities so that they can work together and fight crime. The study further revealed that the SAPS stakeholders are affected by frequent changes in management, affecting the SAPS Partnership Guidelines and the projects taking place. Thus, the SAPS need to review these guidelines, taking into account the challenges that are currently experienced with their implementation.

4.3.3 Objective 3: Identify and describe the current mechanism for monitoring and evaluation of Partnerships Guidelines in the SAPS

The study revealed that there is no current monitoring and evaluation process established for partnerships. The current partnerships that are established are not being monitored and evaluated, which means that there is no way to assess if the object of the implemented projects and programmes are executed effectively. The stakeholders felt that there should be a tool developed for monitoring and evaluating the partnerships.

The study confirmed that there is a need to develop a tool to monitor and evaluate progress and to see if the partnerships are reaching the objectives. This must be done in collaboration with the respective partners. Thus, the SAPS should identify a suitable tool that can be used to monitor and evaluate these SAPS partnerships guidelines.

4.3.4 Objective 4: To investigate and understand how the current reporting process is conducted

Currently, meetings are held with the partners which are referred to as steering committee meetings. These stakeholders support the SAPS through these meetings and collaborative programmes that are developed to fight crime in the country. This process further requires numerous engagements and correspondence from stakeholders. The study further revealed that these meetings that are held with stakeholders must be consistent to achieve the objectives and goals. Thus, the reporting phase should be revisited when the SAPS Partnership Guidelines are reviewed.

4.3.5 Objective 5: Knowledge contribution of the study to the SAPS

This research study added valuable knowledge by identifying the challenges that are being experienced in the implementation of the SAPS Partnership Guidelines. This contribution can be used to improve or change the implementation processes. Furthermore, this research will contribute to empowering the SAPS to make changes in future policies, which will cement and strengthen relations with stakeholders. The findings from this research can be used to empower the stakeholders to have a better understanding regarding the implementation of partnerships with the SAPS.

4.4 RECOMMENDATIONS

After analysing the SAPS Partnership Guidelines and comparing them with literature and responses, the researcher makes the following suggestions.

4.4.1 Review of the Current SAPS Partnership Guidelines

The purpose of the SAPS Partnership Guidelines is to establish strategic partnerships with the business sector and other government departments to support the initiatives of the SAPS in the fight against crime. The SAPS Partnership Guidelines are necessary to guide the implementation of partnerships, but some potential challenges need to be addressed. Therefore, the researcher suggests that the SAPS should focus on the review of the current SAPS Partnership Guidelines to ensure the institutionalisation and sustainability of the best practices that have emanated from

this partnership. The SAPS should also set timelines for the partnership deliverables as this eliminates some of their frustrations.

To foster cooperative relations and joint initiatives for the benefit of communities in crime prevention, partnerships between stakeholders should be strengthened. Partnership resources should be sourced through mobilisation from all stakeholders; this includes skills, knowledge, experience, and values.

4.4.2 Communication With Partners

Communication is essential in any partnership and forms the basis for the success of the partnership implementation process. Therefore, it should be clearly outlined to all the role players before the actual implementation, to orientate them about any challenges they may encounter. Moreover, meetings with these partners must be prioritised, because it affirms the commitment made by all stakeholders to fight crime in the country. Furthermore, the SAPS management should devise a way to make sure that its communication processes are enhanced and improved to benefit all stakeholders.

In terms of increased communication and creating awareness on partnerships, the SAPS can utilise communication platforms like the media to showcase the positive impacts of these partnerships concerning crime. The communication of successful outcomes will also enhance police/community relations to reduce fear of crime and set a platform for increased participation/sponsorship by other potential partners.

The importance of understanding the needs and expectations of the partners when the organisation experiences changes in management are critical, as this could affect relations with the partners. This could also have an impact on projects that have already begun. This transition should be communicated to all stakeholders, and if a person is replaced in the organisation for any reason, it should be communicated to all stakeholders in good time. The researcher proposes that a standardised work process should be compiled to channel the progress of meetings with the partners.

4.4.3 Commitment to Ensure the Success of the Partnership Initiatives

The success of the partnerships through projects largely depends on the commitment of the partners involved. Therefore, to ensure the success of the partnership initiatives, commitment from both the SAPS and their partners is needed. This means that all the stakeholders involved need to give their necessary attention and time to ensure that the partnerships are effective and meet the required expectations. This will ensure that all parties can achieve all goals as agreed upon. Moreover, all parties in the partnership should ensure that committed people get involved from the various organisations to achieve the outcomes of the partnership's objectives.

Measures should ideally be in place to ensure that the partners commit to the project. Once the commitment is gained from the partners the responsibilities or objectives should be communicated. This will be vital to ensure that the partnership reaches its objectives. It is therefore important to have regular engagements to ensure that the responsible persons are carrying out the agreed tasks. In certain cases, it may be necessary to get senior persons from both the SAPS and the partners involved to ensure that proper commitment is given to the partnership objectives.

4.4.4 Establishment of Monitoring and Evaluation Mechanism

As explained in Chapter Two, one of the criteria for the establishment of the SAPS Partnership Guidelines is the monitoring and evaluation of these partnerships. This initiative will ensure that the responsibility to implement monitoring and evaluation is not only the responsibility assigned to just one stakeholder but requires that each partner takes responsibility for the agreed key indicators. The partnership should be constantly monitored to ensure that it is on track for achieving the objectives determined. Regular meetings are necessary to provide feedback on progress and to find solutions for possible problems or challenges that may arise.

This will ultimately include various levels from the businesses and the organisation getting involved as monitoring and evaluation cuts across various functions. If stakeholders are unsure or not guided in their monitoring and evaluation mandate, they will not have any idea of what is needed to get the project objectives completed. As a result, the progress to reach their intended objectives may be delayed or even

not achieved. Therefore, it is recommended that this function be clearly articulated in the partnership guidelines to ensure that they are aware of this specific responsibility. If the SAPS and their partners do not take the responsibility to monitor and evaluate all their initiatives from the various partners, they are unlikely to support their initiatives and will fail to allocate sufficient resources. In addition, it is necessary to develop a monitoring and evaluation tool for all the partnerships that are in place and even new partners that will enter into agreements. This will assist to monitor and evaluate progress and to see if the partnerships are reaching the objectives. It is further recommended that this tool be developed in collaboration with the partners.

4.4.5 Training

Partnership training is necessary for the SAPS and other stakeholders to understand the process of establishing partnership guidelines. The training will enhance understanding of the SAPS Partnership Guidelines and this will yield positive results when dealing effectively with each other. Training on the partnership guidelines will alleviate some of the challenges raised or determine the success or failure of a project. The primary goal of training is to get people to understand the changes and accept them so that they can be at the same level of understanding. For that reason, it can be concluded that the impact of training on partnerships will lead to improved relationships and the success of projects or initiatives. To prepare them for the roles and responsibilities expected of them, the researcher suggests that some formal training is organised for partnerships internally in the SAPS as well as with stakeholders. The organisation needs to develop a training mechanism for the SAPS Partnership Guidelines that will address this problem, to ensure both the SAPS personnel and their partners are at the same level of understanding.

4.5 LIMITATIONS OF THE STUDY

During the research, the following difficulties were encountered:

- The study only focussed on the current crime prevention partners in the SAPS who have formal agreements in place.

- Another limitation was time, as participants were unavailable or had other meetings due to the Covid-19 pandemic. The challenge was to find an appropriate time when both the participants and the researcher were available. Additionally, the virtual interview platform required resources and time to be set up.

However, there is an opportunity to convert some of these limitations into further research opportunities for further studies.

4.6 CONCLUSION

This chapter discussed recommendations based on the study findings obtained from a review of relevant literature and participant interviews. The research aimed to evaluate the implementation of the SAPS Partnership Guidelines. Strengthened collaborations are needed through effective engagement and communication to address the challenges experienced by the partners. It became clear that the SAPS cannot deal with crime on its own, and that collaboration with other organisations can map a way forward to reduce crime. Although the concept has been used by the SAPS for more than a decade, there is still no policy on the establishment of partnerships in the SAPS. The review of the SAPS Partnership Guidelines will lead to strengthened relations, accountability, and a collaborative approach to deal with crime.

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APPENDICES

Appendix A: Approval from the letter from the SAPS

G.P.-S. 082-6222



SAPS 21

SUID-AFRIKAANSE POLISIEDIENS

SOUTH AFRICAN POLICE SERVICE

Private Bag X540, PRETORIA, 0001

Verwysing Reference	: 3/34/2
Navrae Enquiries	: Lt Gen Sempe Col Knoetze
Telefoon Telephone	: 012 421- 8326
E-pos Email	: KnoetzeC@saps.gov.za

DIVISIONAL COMMISSIONER
VISIBLE POLICING
HEAD OFFICE

The Head: Research
SOUTH AFRICAN POLICE SERVICE

PERMISSION TO CONDUCT RESEARCH IN THE SAPS: AN EXPLORATION OF THE IMPLEMENTATION OF THE SOUTH AFRICAN POLICE SERVICE'S PARTNERSHIP POLICING GUIDELINES: UNIVERSITY OF SOUTH AFRICA: MASTERS DEGREE: RESEARCHER: J PILLAY

1. Your office's evenly numbered letter dated 2020-09-07 refers.
2. Approval for the research study titled: An exploration of the implementation of the SAPS Partnership Policing Guidelines is hereby granted.
3. The following employees have been nominated:

Rank	Name	Contact no	Email
Colonel	MJ Marakalla	082 772 7931	marakalamakose@saps.gov.za
Lt Col	S Tsotetsi	082 343 3964	tsotetsi@saps.gov.za
Capt	SM Tsp-o	072 610 4383	tsp-om@saps.gov.za

4. The signed undertaking from the researcher must be forwarded to this office prior to the commencement of the research.
5. Enquiries can be directed to Lt Col Erasmus (erasmusl2@saps.gov.za) or on mobile number 079 886 2350.

MAJOR GENERAL
ACTING DIVISIONAL COMMISSIONER: VISIBLE POLICING
S PIENAAR (SOEG)

Date: 2021/10/06

Appendix B: Interview Schedule

INTERVIEW SCHEDULE

PARTICIPANT NUMBER



TOPIC: AN EVALUATION OF THE SOUTH AFRICAN POLICE SERVICE PARTNERSHIP GUIDELINES

AIM: To evaluate the implementation of the SAPS Crime Prevention Partnership Guidelines.

RESEARCH QUESTION:

What are the challenges in implementing partnerships agreements?

You are kindly requested to answer the following questions in this interview schedule, for the researcher. The questions, responses and the results will be revealed.

Privacy will be maintained throughout the study, the researcher will ensure that participants are treated equally regardless of their socio-economic status. The information given will be treated with confidentiality and no other person will have access to interview data. The researcher will ensure that participants are treated equally regardless of their socio-economic status whether illiterate or learned and privacy will be maintained throughout the study. The participants to the research will remain unanimous. The information you provide will be used only in a research project for a Master of Technology degree registered with the Programme Group: Police Practice at the University of South Africa. The analysed and processed data will be published in a research report.

Your answers will be noted by the interviewer herself, on paper and by voice recorder. Should any question be unclear, please ask the researcher for clarification. Only one answer per question is required. When answering the questions, it is very important to give your own opinion.

Written permission has been obtained from the South African Police Service in advance, for the interview to be conducted.

PARTICIPANT

I hereby give permission to be interviewed and that information supplied by me can be used in this research.

YES / NO

SECTION A: BACKGROUND INFORMATION

- Where are you working?

--

- How long have you been in a place of employment?

1 – 5 yrs	5yrs – 10 yrs	10yrs and above
-----------	---------------	-----------------

- Do you currently deal with partnership agreements?

YES	NO
-----	----

- For how many years have you been involved in dealing with partnerships?

--

- What is your highest qualification?

--

- Did you undergo any training on developing partnership agreements?

YES	NO
-----	----

SECTION B: WHAT IS THE HISTORY OF PARTNERSHIP POLICING IN THE SAPS?

1. In your opinion what is Community Policing?

2. What is partnership policing?

3. What is the difference between Partnership Policing and Community Policing?

4. How did partnership policing evolve in the SAPS?

--

SECTION C: HOW THE SAPS PARTNERSHIP GUIDELINES CURRENTLY IMPLEMENTED?

5. Who are responsible to establish partnerships in the SAPS?

6. Who is responsible for endorsing partnership agreements in the SAPS?

7. What are the Legislative requirements of establishing partnerships in the SAPS?

8. What is considered not a partnership in the SAPS?

9. To your knowledge how is a partnership agreement concluded in the SAPS?
(manner in which it occurs from the beginning to the end)

10. In your opinion is the partnership beneficial to the SAPS?

--

11. According to your opinion, what are the impacts of partnerships in the SAPS?

SECTION D: WHAT ARE THE CHALLENGES FACING THE IMPLEMENTATION OF PARTNERSHIP GUIDELINES IN THE SAPS?

12. What are the challenges facing the implementation of partnership Guidelines in the SAPS?

13. Are there any other documents that support the implementation of partnerships in the SAPS?

14. How is resolutions made to address challenges facing the implementation of partnerships in the SAPS?

SECTION E: DESCRIBE THE CURRENT MECHANISM FOR MONITORING AND EVALUATION OF PARTNERSHIP GUIDELINES IN THE SAPS?

15. Describe the current mechanism for monitoring and evaluating the partnership guidelines in the SAPS?

16. How often are the guidelines evaluated to determine if the aims and objectives are achieved?

SECTION F: HOW IS THE CURRENT REPORTING PROCESS DONE IN TERMS OF PARTNERSHIPS IN THE SAPS?

17. What reporting mechanism are in place for partnerships in the SAPS?

18. Are these partnerships being evaluated in terms of the objectives of the partnership agreements? Motivate your answer

SECTION G: WHAT CAN BE DONE TO IMPROVE THE CURRENT SAPS GUIDELINES?

19. What can be done to improve the current SAPS Guidelines on the Establishment of Crime Prevention Partnerships.?

--

20. How often do you think the SAPS Guidelines on the Establishment of Crime Prevention Partnerships should be reviewed? Why do you say so?

Appendix C: Informed Consent Form

INFORMED CONSENT FORM

PARTICIPANT INFORMATION SHEET

Ethics clearance reference number: 3176

Research permission reference number: 3/34/2

13 MAY 2020

Title: AN EVALUATION OF THE IMPLEMENTATION OF THE SOUTH AFRICAN POLICE SERVICE'S PARTNERSHIP POLICING GUIDELINES

Dear Prospective Participant

My name is **JENNY PILLAY** and I am doing research with **MA MABUDUSHA, PROFESSOR** in the Department of **CRIMINAL JUSTICE** towards **MASTER OF ARTS** at the University of South Africa. We have funding from **UNISA DSF COMPLETION OF STUDIES**. We are inviting you to participate in a study entitled **AN EVALUATION OF THE IMPLEMENTATION OF THE SOUTH AFRICAN POLICE SERVICE'S PARTNERSHIP POLICING GUIDELINES**

THE PURPOSE OF THE STUDY

The purpose of the study is to evaluate the implementation of the **SAPS Crime Prevention Partnership Guidelines**.

The research will explore an issue that is of social and policy significance: that is how the effective implementing of partnerships in the South African Police Service can lead to crime reduction.



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Appendix D: Ethics Approval Letter



UNISA 2020 ETHICS REVIEW COMMITTEE

Date: 2020:07:15

Dear Jenny Pillay

ERC Reference No. : ST76

Name : J Pillay

**Decision: Ethics Approval from
2020:07:15 to 2023:07:15**

Researcher: Jenny Pillay

Supervisor: Prof S Mabudusha

**AN EVALUATION OF THE SOUTH AFRICAN POLICE SERVICE CRIME
PREVENTION PARTNERSHIP GUIDELINES**

Qualification: M-Tech Criminal Justice

Thank you for the application for research ethics clearance by the Unisa 2020 Ethics Review Committee for the above mentioned research. Ethics approval is granted for 3 years.

The Low risk application was reviewed by the CLAW Ethics Review Committee on 15 July 2020 in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment.

The proposed research may now commence with the provisions that:

- 1. The researcher will ensure that the research project adheres to the relevant guidelines set out in the Unisa Covid-19 position statement on research ethics attached.**



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2. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
3. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the CLAW Committee.
4. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
5. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
6. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
7. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.
8. No field work activities may continue after the expiry date **2023:07:15**. Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

The reference number ST 76-2020 should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Yours sincerely,



Prof T Budhram
Chair of CLAW ERC
E-mail: budhrt@unisa.ac.za
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Appendix E: Editors Letter

Nikki Watkins
Editing/proofreading services

Cell: 072 060 2354

E-mail: nikki.watkins.pe@gmail.com

9 August 2021

To whom it may concern

This letter serves to inform you that I have done language editing, proofreading and reference checking and formatting on the master's thesis entitled

AN EVALUATION OF THE IMPLEMENTATION OF THE SOUTH AFRICAN POLICE SERVICE'S PARTNERSHIP GUIDELINES

by

JENNY PILLAY

Student no: 37273663



Professional
EDITORS
Guild

Nikki Watkins
Associate Member

Membership number: WAT003
Membership year: March 2021 to February 2022

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Appendix F: Turnitin Result/Receipt

AN EVALUATION OF THE IMPLEMENTATION OF THE SOUTH AFRICAN POLICE SERVICE'S PARTNERSHIP GUIDELINES

ORIGINALITY REPORT

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