



SUPPLY CHAIN MANAGEMENT SYSTEM
CHALLENGES IN THE ETHEKWINI DISTRICT OF
THE SOUTH AFRICAN POLICE SERVICE

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SUPPLY CHAIN MANAGEMENT SYSTEM
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THE SOUTH AFRICAN POLICE SERVICE

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APPROVED FOR FINAL SUBMISSION

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7-03-2024

DECLARATION

I, DELISILE PORTIA NDULI, hereby declare that this work contains no material which has been accepted for the award of any degree in my name, in any university or other tertiary institution and, to the best of my knowledge and belief, contains no material previously published or written by another person, except where due reference has been made in the paper.

Signed

Date: 15-03-2024

DEDICATION

I give praise to the almighty, the source of all grace and wisdom, for the success of this research project and for protecting me through my studies. A special thanks to my supervisor, Dr Omololu M. Fagbadebo, for his indisputable supervisory expertise in guiding my research until the end. I honour him and give gratitude for making my study a success. I will forever be thankful. May God continue blessing you with skill to undertake excellent supervision. I also dedicate this Research project to my late sister, who passed on when she was doing her last year at the Durban University of Technology-Steve Biko Campus, “ Uphumule owafuthi mtaka-Mah”.

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ABSTRACT

The concept of Supply Chain Management system challenges in the South African Police Service (SAPS) involve issues such as procurement delays, inadequate infrastructure, limited technology integration, and potential corruption. These factors can hinder the efficiency of the supply chain, impacting on the timely provision of essential resources for law enforcement activities. Addressing these challenges requires strategic planning, technology upgrades, and stringent oversight to ensure transparency and accountability in the procurement process. The research objectives were to examine the extent of SAPS management in the eThekweni District with the principles and practices of the Supply Chain Management system to ascertain the level of competence of personnel in the Supply Chain Management Department and the challenges of the SAPS in the eThekweni District; to identify the challenges associated with Supply Chain Management in the eThekweni District in the SAPS and to submit proposals and recommendations that may enhance the challenges and change and make SCM more effective since it is the core of the organisation. The research adopted a qualitative design with the required data collection methods and analysis techniques. Primary empirical data was collected through in-depth interviews, public documents, and archival materials, such as reports, records, events, and decisions. In this study, the population comprised of the personnel in the SCM departments in the 42 (forty-two) SAPS stations in the eThekweni District. The sample for this study comprised of 10 (ten) stations. The selected participants were those who were directly involved in procurement process in the SCM unit. The main contribution of this research was to enhance the internal control of SCM to mitigate the risk of fraud, corruption, and non-compliance; to improve staff compliance to ensure growth and development of both internal employees and the management. The reason of this study is to reduce challenges to the Organisation, within the sub-component, SCM in the South African Police Service.

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ABBREVIATIONS

PFMA - Public Finance Management Act

SCM – Supply Chain Management

SAPS – South African Police Service

COR - Constitution of the Republic of South Africa 1996;

BBBEE - Broad-Based Black Economic empowerment,2003(Act No. 53 of 2003);

CIDB - Construction Industry Development Board Act,2000 (Act No.38 of 2000);

DPAPDSCM - Delegation of powers and authorisation to perform duties:
Supply Chain Management

FCDA - Foodstuff, Cosmetics and Disinfectants Act,1972 (Act No.54 of 1972)

GIAMA - Government Immovable Assets Management Act,2007 (Act No.19 of 2007)

HAS - Hazardous Substances Act, 1973 (Act No.15 of 1973)

MRSCA - Medicine and Related Substances Control Act, 1965 (Act No 101 of 1965)

N/I 7 of 2012 - National instruction 7 of 2021 (Payment of Suppliers in the South African Police Service);

N/I 4 of 2011 - National Instruction 4 of 2011(State Vehicles);

NTCN 9 of 2016/2017 - National Treasury Circular No.9 of 2016/2017: National Travel Policy Framework;

NTPFMA - National Treasury PFMA SCM Instruction of 06 of 2022/2023;

NTI 3 OF 2017/2018 - National Treasury Instruction 03 of 2017/2018;

NTPFMA SCM I 7 OF 2022/2023 - National Treasury PFMA SCM Instruction 07 of 2022/2023;

OHS - Occupational Health and Safety Act, 1993 (Act No. 85 of 1993);

PTRM - Post Telecommunication- Related Matters Act, 1958 (Act No. 44 of 1958)

PFMA - Public Finance management Act, 1999 (Act No. No5 of 2000);

PPPFA - Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000);

RSAP - Regulation for the South African Police ,1964;

SAPSA - South African Police Service Act, 1995 (Act No.68 of 1995);

SITAA - State Information Technology Agency Act, 1998 (Act NO. 88 OF 1998)

TRPFMA - Treasury Regulations issued in terms of the Public Finance Management Act, 1999 (Act No. 1 of 1999)

PPR - Preferential Procurement Regulations, 2022)

SCMCEDSAPS – Supply Chain Management system challenges in the eThekweni District of the South African Police Service.

SCP –Supply Management Policy

PSS – Perception of scale stress

SARS – South African Revenue Service

CHAPTER 1

INTRODUCTION AND ORIENTATION OF STUDY

1.1 Introduction

This chapter is an introduction to the study of the Supply Chain Management System (SCM) in the eThekweni District of the South African Police Service. It seeks to examine the challenges associated with SCM in the eThekweni district and in any other public sector, that are characterised by certain challenges that hamper effective public service delivery. This has adverse effects on these challenges concerning the SCM practice in the SAPS. This chapter study first offers a background, including the existence of the problem to be researched. The reason for conducting the study, objectives of research and questions to be answered by the research methodology, the applicable theoretical framework and the conceptual framework of SCM in the South African Police Service and other public sectors Departments are also discussed.

This research will examine the extent of compliance in the South African Police Service management in the eThekweni District with the principles and practice of SCM. It also ascertains the level of competence of personnel in the SCM Department in the eThekweni District and the challenges associated with Supply Chain Management in the eThekweni District in identifies the SAPS.

SCM requires value for money, fair, transparency, responsibility, reporting and fair dealing while procuring goods and services. In making a point, this is a crucial objective attained in a standardised way good and services are procured and obtained. The analysis entails a scrutiny of SCM in the public sector including the legal framework, the appropriate strategies aimed at promoting accountability, transparency and good governance in the public sector.

1.2 Background

SCM is the core of service delivery since the forecasting and controlling of all undertakings embodied in out-sourcing and transformation; purchasing inclusive of logistical administration undertaking embodied transformation; inclusive of logistical administration undertaking overviewing of goods and services, and the processes that give emphasis in procuring in terms of the National Treasury Circular No.9 of 2016/2017: National Travel Policy Framework, National Treasury PFMA SCM Instruction of 06 of 2022/2023.

The more organisations compete on a global basis and have supply chains that span the globe, the more their competitive position in the global market depends on the way supply chains are managed (Hugo, Badenhorst-Weiss and Ambe, 2022). This chapter provides a study on Supply Chain Management (SCM) system challenges in the eThekweni District in the South African Police Service. It does so by, first, presenting the background, including the existence of the problems to be researched. The reason for conducting the study, objectives of the research, and questions to be answered by the research and the research methodology. Ambe and Badenhorst-Weiss (2020) also argue that Supply Chain Management focuses on the definition of and background to SCM, key terminology associated with SCM, historical developments of SCM, enablers and drivers of SCM implementation, as well as differences in the practice of SCM in the public and private sectors.

Previous studies highlighted several adoption challenges such as lack of regulation, security, and privacy concerns, insufficient and lack of interoperable infrastructure, inefficient energy-cost transactions, the need for value-driven transition and administration processes and the absence of effective governance models, (Janssen, Weerakkody, Ismagilova, Sivarajah & Irani, 2020). Blockchain governance remains one of the most controversial aspects for public sector organisations and systematic analysis tools are needed to address governance challenges for the design, operation, and

maintenance of blockchain-based systems (Janseen *et al.*, 2020; Olness *et al.*, 2017).

This research examines the challenges associated with the Supply Chain Management system in the SAPS in the eThekweni District. It examines the extent of compliance of the SAPS management in the eThekweni District with the principles and practices of the Supply Chain Management system. The analysis entails the scrutiny, including the competence of personnel in the Supply Chain Management Department, in the public sector including the legal framework, pertinent policies and the appropriate strategies aimed at reducing, fraud, corruption, and unnecessary expenditures to promote good governance in the public service.

SCM IS considered a core for serving delivery since it is in forecasting and controlling all undertakings embodied in out-sourcing and purchasing transformation, inclusive of logistical administration undertakings with a view to the province procuring goods and services. In this regard, the constitutional requirements governing all transactions of government and processes emphasise procuring 'goods and services' according to a justifiable, clear, viable and economical system.

The abolishment of the State Tender Boards changed Supply Chain Management practices in South Africa. Thus, by the Public Finance Management (PFMA), each government department is responsible for the procurement process, which must be conducted within the framework of the National Treasury. Supply Chain Management (SCM) is a specialized unit within the South African National Treasury. Supply Chain Management (SCM) is also a specialized unit within the South African Police Service (SAPS) with the National Commissioner as the accounting officer. SCM in the SAPS is structured in a manner that would facilitate the acquisition and maintenance of needed goods and services.

The SAPS manual – (V2-3-4) prescribes the functions powers and responsibilities within the SCM system to ensure effective and efficient services. Nevertheless, SCM practices in the SAPS still fall short of the expected compliance with requisite regulations, hence the supply of poor goods and services. Compliance with the SCM system regulations is important for effective service delivery. This requires the existence of competent and experienced staff in the SCM unit of every organisation. The study will explore the challenges associated with staffing as well to be able to understand the factors that are responsible for the performance of the SCM in the SAPS in the selected area. The study will also examine the nature of the relationship between the staff of the SCM unit and their superior officers. This will enable the researcher to gain insights into the nature of ethical practices and compliance (Cowan, 2020).

The implementation of policies and delivery of services are significant for the state and public sector. As a result, there must be an integration between the development of policies and how they are implemented and the delivery of the services to enable more comprehensive policies, and strategies which are sustainable and delivery of services, to enable more comprehensive policies and strategies which are sustainable, and subject to continuous monitoring and evaluation including the development of performance management systems and procedures at the Supply Management System as well as the management measures.

Sang (2021) states that engaging small businesses in public procurement is critical, difficult, and understudied. This research takes a first step to address this gap by using a framework based on policy feedback theory in a coproduction study. Data from 13 coproduced case studies representing 13 countries captured the perceptions of public procurement practitioners and small business associations of the effectiveness of different mechanisms used by government procurement to encourage and engage small businesses in supply chains. The mechanisms governments use to try to engage small

businesses in supply chains supplying the public sector, and small businesses' interpretations of those, impact their motivation to bid.

1.3 Research Problem

All transactions and processes of the Republic of South Africa are governed by the 1996 Constitution. Supply Chain Management (SCM) is also one of the transformation processes implicated in the Constitution, particularly Section 217. The Constitution promotes adherence to a due process characterised by fairness, equitability, transparency, competitiveness, and cost-effectiveness in SCM (The Constitution of the Republic of South Africa, Act no 108 of 1996. S 217 (1). Like all other government departments, the SCM functions of SAPS are guided by the Constitution and other enabling legislation, regulations, policies, frameworks, guidelines, and practice notes (Fuzile, 2015:1). Fuzile (2015) further states that SCM is guided by the principles of cooperative governance and inter-governmental relations as stipulated in the constitution, as well as other requisite statutes. SCM is the key mechanism, which enables the government to implement policy. Traditionally, SCM has been misunderstood and undervalued (Fuzile, 2015:1). Its strategic importance has not been recognised and it has been capacitated (Fuzile, 2015:1). These incidents require a more serious investigative approach at the academic level, organisational and departmental level to bring about the effectiveness of the study.

The implementation of SCM occupies centre stage in the monetary management reform process in the public sector in South Africa (Mkhize, 2004:214). The emphasis of these monetary management reforms is on the way in which financial resources are allocated, managed, and reported on in the public sector (Mkhize, 2004). Thus, the South African government has adopted integrated Supply Chain Management in its public procurement policy (Office of Government Commerce, 2005).

Public procurement refers to the purchase by government and state-owned enterprises of goods, services and works. As public procurement, accounts for a substantial portion of the taxpayers' money, government are expected to carry it out efficiently and with exacting standards that will ensure high quality of service delivery and safeguard the public interest. Public procurement is a crucial pillar of service (Ambe and Badenhorst, 2020:5).

SCM in SAPS is characterised by discrepancies and non-compliance, resulting in poor service delivery in the SAPS procurement section. Hasselmann (2017) notes that SCM is one of the key mechanisms that enables the government to implement policies. The challenges that SCM faces can be expressed by the following questions: Do the personnel in the SCM unit, especially in the SAPS, have the strength to object to the unethical demands of their superiors? In what ways can the challenges associated with the SCM systems in SAPS could be rectified? What are the factors responsible for the supply of poor-quality goods and services in SCM in the SAPS? This study seeks to explore these challenges to understand the measures to ensure and promote best practice in the SCM unit of the SAPS.

Linked to the above-mentioned research problems, this study was underpinned by the objectives in the next section.

1.4 Research objectives

The objectives of the study are,

- To examine the extent of compliance of the SAPS management in the eThekweni District with the principles and practice of the Supply Chain Management system.
- To ascertain the level of competence of personnel in the Supply Chain Management Department of the SAPS in the eThekweni District.

- To identify the challenges associated with Supply Chain Management in eThekweni District in SAPS

1.5 Research Questions – Critical Questions

1. To what extent does the Management of SAPS in eThekweni District comply with the principles and practice of the Supply Chain Management system?
2. How competent are the personnel in the Supply Chain Management Department of SAPS in the eThekweni District?
3. What are the challenges associated with Supply Chain Management in the SAPS in the eThekweni District?

1.6 Organisation of the study

Chapter 1

This is an introductory chapter, which provides a framework for the research and served as an orientation of the study with reference to the background, problem statement and main problem that is being investigated and rationale behind the study, which formed a pathway to formulating research questions and research objectives. The reader is guided by the problem statement, which includes the aims and objectives of this study

Chapter 2

This chapter focuses on the review of relevant literature in support of the rationale, aim and objectives of the study. This is a review that will include and cover part one literature on assessing quality service delivery and value for money at Supply Chain Management- eThekweni Outer north Cluster. The fundamental issues to be discussed in this chapter includes the system challenges in the eThekweni District of SAPS. The significance of efficient SCM implementation, the role of SCM in enhancing service delivery and prospects of SCM in the public sectors.

Chapter 3

This chapter discusses the framework of research and begins by providing the introduction followed by the research approach and research design. This chapter will discuss the research methodology, which is qualitative research. It describes the research strategy and the data collection methods, thereby clarifying the process used in the fieldwork to gather relevant information and facts about reality. It further proceeds to explain the way in which data was collected and data analysed on the SCM in the eThekweni District in the South African Police Service.

Chapter 4

This chapter covers presentation, interpretation, and discussion of data, which entails the way collected data was analysed and interpreted. The total number of thirteen themes will be identified to guide the whole study. These include: Ethical Code Application in the Supply Chain Management (SCM), Fairness and Promotion of Ethical Conduct, Suppliers' Compliance with Procurement Documentation, Tax Compliance of Suppliers, Support from Management, Alignment with SCM Strategy, Use of Information Technology, Common Vision, Existence of a Standardized Quality Policy, Existence of Common Procedures, Waste Reduction Measures, Procurement process at SCM and the role of SCM within the SAPS. In this regard, all data collected is interpreted and thoroughly analysed in this chapter.

Chapter 5

The chapter presents the findings, conclusion, and recommendations of the study on SCM, in the eThekweni District in the SAPS. Findings were derived from the theoretical framework and the empirical research, i.e. reviewed literature, fieldwork analysis, and direct observations. Furthermore, it is mostly associated with the lack of integration of the principles of the organisational theory to the SCMSCEDSAPS implementation of SCM in the public sector to enhance efficiency.

1.7 Conclusion

The discussion above provided the introduction background including the existence of a problem to be researched as a reason for conducting the study. The discussion then provided the research problem followed by research questions and the objectives of the study. It also described the significance of the study, rationale for the study, literature review; legislative framework; theatrical framework and definition of relevant concepts.

Chapter Two

Literature Review

2.1 Introduction

Sekaran and Bougie (2010: 38) refer to literature as a “step by step process” that involves the identification and unpublished work from secondary data source on the topic of interest, the evaluation of this work in relation to the problem and the documentation of this work “. According to Cresswell (2014: 28), a literature review provides the framework for establishing the significance of the study, as well as the benchmark for comparing the results with other findings. This chapter seeks to review the literature on preparedness for Supply Chain Management systems challenges in the eThekweni District of South African Police Service.

2.2 Conceptualising Supply Chain Management

Supply chain Management is an integral part of monetary management, which intends to introduce international best practices. It seeks to breach the gap between traditional methods of procuring goods and services and the balance of the supply chain and at the same time address procurement-related matters that are of strategic importance. In the 1960's, the emphasis on management thinking in Supply Chain Management led to the development of Supply Chain Management strategies. Van Weele (2014:429) defines – Supply Chain Management as, “The Management of all activities information knowledge and financial resources associated with flow transformation of goods and services up from raw materials, suppliers and component suppliers in such a way that expectations of end users of the company are met and surpassed.”

Al-Farsi, Rathore and Bakiras (2021, describes a supply chain as a network of organisations that are involved, through upstream and downstream linkages, in different processes and activities that produce value in the form of products

and services in the hands of ultimate suppliers. Sobb, T, B. T, Nour M 2020, shares similar sentiments and defines supply chain management as a set of approaches utilised to effectively integrate suppliers, manufacturers, and warehouses for the production and distribution of goods and services. This task includes the determination of the right quantities, location, and time, designed to minimise system-wide cost while satisfying service requirements.

Supply chain management gained prominence during the 1990's (Liu, 2011:3). Although the theory and methodology of SCM was centred on manufacturing, and the private sector, emerging evidence indicates a new global trend. In this trend, SCM, with emphasis on sourcing and procurement, has become increasingly applicable in procurement services in organisations and government institutions. Its introduction into the public sector is in line with the increased embrace of Public-Private Partnerships (PPP) in public service delivery.

Coyle (2016:14), notes that the first decade of Twenty-First Century was a period of rapid change for most organisations, especially businesses. The author further states that the rate of this decade change has been more volatile than in previous years. Further to what the author justified; the external force of change requires organizations to be much more responsive. In other words, organizations, need to be able to change and / or transform themselves to survive in the intensely competitive global environment.

The author further states that the dynamic of the global environment changed dramatically during the 1990s and organizations had to adapt to the changes or perish. Thus, Coyle (2016) mentioned that five major external forces are driving the rate of change:

- Globalization
- Technology
- Organizational consolidation
- The empowered consumer/Supplier

- And government policy and regulations

Brauns and Wallis (2014:202), state that government should have a well-defined policy framework, which consists of transparency which can result in an effective policy implementation and they further state that implementation must be based on realistic measures and assumptions with adequate information to produce quality service delivery. Brynard (2014) states that no literature specifically deals with policy implementation only; emphasis is placed on linking policy development, ongoing review of strategies and systems, and development and consolidation of performance management mechanisms to produce successful services to create policy implementation.

Coyle (2016:7) refers to some prominent issues or challenges for the Supply Chain in global sphere and these include: economic and political risk, shorter product life cycle, and the blurring of traditional organizational boundaries. The author further states that technology has had a major impact on supply chains as a facilitator of change as companies have transformed their processes. However, it is also a major force in changing the dynamic.

A quality improvement strategy is a routine, which requires staff capacity that needs continuous development to identify problems, processes and data driven approaches that will be required to programme and define quality services as well as a functioning public sector that delivers quality service consistent with citizen preferences and that fosters private market-led growth. Managing resources prudently is considered critical to the mission of poverty alleviation and the achievement of goals.

Horn (2016:214), states that the best value for money means the most cost – effective and best available outcome. Mentzer et.al. (vo.22-2) proposed that after a period of research and developing basic analytic techniques, “there will come general recognition of the advantage by the pioneering management who have been first to improve their understanding of the interrelationships

between separate company functions and between the company and market, its industry, and the national economy”.

The authors further state that despite the popularity of the term Supply Chain Management, both academia and practice remain considerable of its meaning. Authors have Conceptualized SCM differently within the same article: as a form of an integrated system that is vertically integrated. The authors further state that Supply Chain is defined as a set of three or more entities (organizations and individuals), directly involved in the upstream and downstream flows of products, services, and or information from a source to a customer.

Suppliers that goods to the South African Police service must be rendered at a satisfactory standard to be manageable. According to the National treasury (National Treasury Manual-2016). SCM in the South African Police Service is supported in procurement legislation and prescripts. All Procurement actions in the SAPS are governed by legislation and prescripts which include, amongst others the following:

- Section 217 of the Constitution of the Republic of South Africa,1996;
- Preferential Procurement Policy Framework, 2000 (Act No 5 of 2000).
- Broad-Based Black Economic Empowerment Act 2003 (Act No 53 of 2003).
- Public Finance Management Act, 1999 (Act of 1 1999).
- State information Technology Agency (SITA) Act1998 (Act No 88 of 1998).
- National Treasury instruction notes and Circulars;
- SAPS – user Manual: Directives in respect of Acquisition.

Brauns and Wallis (2014:202), state that government should have a well-defined policy framework which consists of transparency which can result in an effective policy implementation. They further state that implementation must

be based on realistic measures and assumptions with adequate information to produce quality service delivery. Brynard (2014) state that no literature specifically deals with policy implementation only. However, there is emphasis on linking policy development, ongoing review of strategies and systems and performance management mechanisms developed and consolidated to produce successful service to create policy implementation.

Naidoo (2011:229-230) states that service quality is a judgement concerning overall excellence or superior services whilst customer satisfaction is defined as a judgement of whether a particular product or service provided can achieve customer/ SCM requirements. The author further states that customer satisfaction refers to external customers and satisfying them becomes the main criterion for ensuring the organisation's success. The author emphasises and refers to the standard of achieving quality service in the public sector in the following three areas:

- Customer quality (what the Supply Chain wants from the Supplier to ensure excellent service delivery).
- Professional quality (the processes used to meet SCM needs).
- Management quality (use of resources to meet SCM needs).

Cash *et. al.* (2003) stressed that made a serious commitment to managing boundaries between expertise and more effective decision-making and linked knowledge to action. Such a system invested in communication, translation, and /or mediation and thereby, more effectively balances salience, credibility, and legitimacy in the information produced.

2.3 Supply Chain Management in South Africa

Section 217(1) of the Constitution is the foundation on which all procurement policies and procedures are based (Constitution of SA, 1996 Act No.: 108 of 1996). It prescribed that the organ of the state that procures goods and services should do so through a system which is fair, equitable, transparent, competitive and cost-effective. Section 217(2) further states that national

legislation should prescribe a framework for the implementation of a procurement policy that will promote and protect Historical Disadvantaged individuals (HDI's) and provide categories of preference in allocating contracts.

The SCM management function is guided by some statutes, including but not limited to the Public Finance Management Act (PFMA) – Act No: 1 of 1999, particularly Section 38 (1) (a) (III) which mandates the accounting officer of a department to have and maintain an appropriate procurement and supply system which is fair, equitable, transparent, and cost-effective. Closely aligned to this is the Preferential Procurement Policy Framework Act (PPPFA) – Act no. 5 of 2000, which prescribes the implementation of the preference policy within the framework of this Act.

The Act also requires that SITA must act as the procurement agency for every department's information technology requirement (State Information Technology Agency (SITA) Act No. 88 of 1998 as amended by Act No.38 of 2002). Patel (2017) contends that in the intervening two decades, sustainable supply chain management (SSCM) has moved from being a fringe topic that "many of us were actively discouraged from studying to the mainstream". It is so mainstream that many of the same people who discouraged such 20 years ago are conducting it today.

The supply chain management system in the South African Police Service is guided by rules and regulations. Compliance with these rules is essential to develop and implement an effective and efficient procurement of goods and services.

2.4 Supply Chain Management System at the SAPS

The abolishment of State Tender Boards changed Supply Chain Management practices in South Africa. Thus, by the Public Finance Management Act (PFMA), each government department is responsible for the procurement process, which must be conducted within the framework of the National Treasury. Supply Chain Management (SCM) is a specialized unit within the

South African Police Service (SAPS). With the National Commissioner as the accounting officer, SCM in the SAPS is structured in a manner that would facilitate the acquisition and maintenance of needed goods and services.

The SAPS manual – (V2-3-4) prescribes the functions powers and responsibilities within the SCM system intending to ensure effective and efficient services. Nevertheless, SCM practices in the SAPS still fall short of the expected compliance because of inadequate staffing (SAPS Procurement Manual, 2019). Personnel with appropriate qualifications to work in the Procurement department is important to ensure adequate compliance with the SCM system regulations. The staff in SCM do not have expertise in SCM rules. They do not have the strength to meet the objective demands of their superiors and carry out an order knowing it is unethical and could have implications and consequences.

SCM in the SAPS is characterised by discrepancies and noncompliance with the rules and the consequences is poor service delivery in SAPS procurement sections (Cowan 2020). The effective public financial management (PFM) system is one of the most significant concerns of the government as it enhances economic stability, reduces costs on society and optimizes the use of national resources necessary for developmental programmes. An effective PFM system is also essential for improving national revenue mobilization efforts and economic efficiency. Considering these benefits, significant amounts of resources are being invested into strengthening existing PFM systems to address challenges that are confronted (Wescott, 2008). Corruption is widely recognised as a social plague that affects most countries worldwide. The so-called 'Syndromes of corruption' such as elite cartels, clans and oligarchs as described by Johnston (2005). A significant portion of the specialized literature focusing on the public sector during the end of the 1990s highlights the harmful effects and corruption investments (Mauro,1995). It is confirmed that damages and procurement services (Rose-Ackerman. 1997), exacerbates income inequality and poverty (Gupta et al., 2002) and hampers

efficient and effective allocation of resources of public expenditure (Tanzi & Davodi, 1997).

Homeberg *et al.* (2022) confirmed that at the national level there are calls for “appropriate legislative and administrative measures, and the level of the individual for the recruitment, hiring, retention, and retirement of public employees”. Moreover, there are calls for implementing a report system, adopting accounting, and auditing standards, and implementing a system of risk management and internal control. Furthermore, within the framework of the general principles defined by UNCAC, each state must adopt the mentioned basic rules in its context according to the fundamental principles of its legal, organizational, and cultural system. Government organizations emphasise design and implementation at the national level and thereby contribute to this framework of renewed interest in prevention policies (McCusker, 2006; Dish *et al.*, 2009; OECD, 2008). However, little is known about the government’s implementation of corruption prevention strategies inspired by these renewed international guidelines. While corruption is increasingly seen as a risk to public organizations, the prevention activities undertaken by such organisations or the results of these activities for the public institutions themselves are poorly understood (Miller *et al.*, 2008; Power 2007).

2.5 SOUTH AFRICAN POLICE SERVICE PROCUREMENT TRANSFORMATION PROCESS

As indicated in the introduction, the need to review and transform public sector procurement in South Africa was identified soon after the democratic government came into power in 1994. For this purpose, it created a task force in 1995 headed by the State Tender Boards under the Ministry of Finance and the Department of Public Works, with technical and financial support from World Bank IDG Grant (The World Bank Country Procurement Assessment Report South Africa, 2003). All Government Sectors including the South African Police Service are promulgated by the Governance Framework. This National instruction is *inter alia* informed by the following:

- Constitution of the Republic of 1996;
- Broad-Based Black Economic empowerment,2003(Act No. 53 of 2003);
- Construction Industry Development Board Act,2000 (Act No.38 of 2000);
- Delegation of powers and authorisation to perform duties: Supply Chain Management;
- Foodstuff, Cosmetics and Disinfectants Act,1972 (Act No.54 of 1972);
- Government Immovable Assets Management Act,2007 (Act No.19 of 2007)
- Hazardous Substances Act, 1973 (Act No.15 of 1973)
- Medicine and Related Substances Control Act, 1965 (Act No 101 of 1965)
- National instruction 7 of 2021 (Payment of Suppliers in the South African Police Service);
- National Instruction 4 of 2011(State Vehicles);
- National Treasury Circular No.9 of 2016/2017: National Travel Policy Framework;
- National Treasury PFMA SCM Instruction 06 of 2022/2023;
- National Treasury Instruction 03 of 2017/2018;
- National Treasury PFMA SCM Instruction 07 of 2022/2023;
- Occupational Health and Safety Act,1993 (Act No. 85 of 1993);
- Post Telecommunication- Related Matters Act, 1958 (Act No. 44 of 1958)
- Public Finance management Act, 1999 (Act No.5 of 2000);
- Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000);
- Regulation for the South African Police ,1964;
- South African Police Service Act, 1995 (Act No.68 of 1995);

- State Information Technology Agency Act, 1998 (Act No. 88 OF 1998)
- Treasury Regulations issued in terms of the Public Finance Management Act, 1999 (Act No. 1 of 1999)
- Preferential Procurement Regulations (2022).

According to N/I 9 of 2020, the preference points system of the South African Police Service system prescribed in the PPPFA, and the Regulations are applicable to the sale and letting of assets. In instances where assets are sold or leased by means of advertised competitive bids or written price quotations or by auctions the award must be made to the highest bidder. Every SCM practitioner and other role players must take all reasonable steps to prevent the SCM system from being abused. All allegations of corruption, improper conduct or failure to comply with the SCM system, must be investigated and the necessary steps must be taken against those officials who are found guilty of such offences. The National Treasury must be informed of such acts and steps taken through the Head: Procurement and Contract Management, SCM. (Also see the treasury Regulations issued in terms PFMA – Regulation 16A 8.5). Any conduct or breach that may constitute a criminal offence must be reported to the Department immediately.

2.6 The challenges of Acquisition Management in the Public sector

The complexity and challenges in society today make effectively managing acquisition one of the most daunting challenges in government institutions. In the South African public sector. Acquisition management is quite significant in socio-economic transformation. It is a core element of the South African public sector SCM guide introduced in 2005 (Ambe *et al.*, 2020). The National Treasury of South Africa states that acquisition management includes the following:

- Deciding on how the market will be approached;
- Establishing the total cost of ownership of a particular type of asset;
- Ensuring that bid documentation is complete, including evaluation criteria;
- Evaluating bids in accordance with published criteria; and
- Ensuring that proper contract documents are signed.

There are a range of methods that can be used to acquire goods, assets, and services. The petty cash, urgent, emergency, and unsolicited bid methods are discussed in detail. Following the National Treasury Practice Note 8 of 2007/2008, the South African National Treasury has issued household values for procurement of goods and services by way of price quotation or through a competitive bidding process. These threshold values may not be accepted without the explicit prior written approval of the National Treasury. Accounting officers/ authorities should apply the threshold values when procuring goods or services, hiring or letting anything, acquiring or granting the right, or disposing of the movable state of the property (Ambe *et al.*, 2020: 82).

Cohesion in the supply chain – defines the SCM and the Supply Chain reflects the image of a management philosophy and organizational structure that first of all integrates all activities and processes across functional and organisational boundaries in or under to optimise customer value (Ambe *et al.*, 2022). Another cohesive force is relationship management. This is a crucial element in integrating activities, process management, the seamless internal upstream and downstream pipeline that optimises the flow of products and information in the supply chain. A third and more tangible cohesive force in the supply chain is the sharing of information. In all the definitions above, information flow is specifically mentioned (Ambe *et al.*, 2022: 10). Ambe *et al.* 2022 outlined the information interchange and the availability of information on the same database.

Supply Chain management implies optimised performance from all supply chain members across all processes and activities, and the development of customer-driven performance measures aimed at ensuring the continuous improvement of the supply chain. SCM is the integration of multiple layers or tiers of organisations striving as a team to optimise the shared supply chain processes in support of the strategic objectives of the supply chain of both the principal organisation and individual participants in the chain. The team efforts occur across organizational boundaries, across management levels and internal functional boundaries. SCM is the management of a network supply chain of many organisations. The supply network of organisations may be involved in multiple supply chains of many organisations. The supply network of any organisation in partial involvement at any moment in time is likely to change even over the short term. Supply chain management (SCM) promotes South Africa's New Public management and enhancement of its procurement practices. Since its inception (2003), training and workshops have been ongoing across various spheres of government. However, despite the effort there are numerous challenges.

According to the SCM policy, accounting officers of government department teams and other levels of staff need to have a sense of and understanding regarding values or principles entrenched in the legislative framework that affect SCM (NT, 2005a). SCM aims to add value at each stage of the process – from demand for goods or services to their acquisition, managing the logistics and finally, after use, at their disposal. In doing so it addresses deficiencies related to procurement, contract management, inventory and asset control and obsolescence planning (Mathee, 2006). Uniformity in the bid and contract documentation and option as well as bid and procedure standards, among other things, promotes standardisation of supply chain management practices (NT, 2003; Migiro and Ambe, 2008). As part of the South African national treasury's strategic planning, SCM workshops and training were initiated in 2004 across various spheres of government. These workshops and training are aimed at providing guidelines for the implementation of SCM.

According to N/I 9 of 2020, section 217 of the constitution is the foundation on which all procurement policies and procedures are based. It provides that all organs of state must procure goods and services through a system which is fair, equitable, and transparent, competitive, and cost-effective. On 10 September 2003, the cabinet approved the adoption of a Policy Document, titled "Policy to Guide Uniformity in Procurement Reform processes in Government" that maps out the direction that Government is moving towards in the implementation of SCM within Government. The said policy is intended to guide the uniform implementation of Government's procurement reform initiatives and the issuing of Treasury Regulations in procurement reform initiative and the issuing of Treasury Regulations in terms of section 76(4)(c) of the PFMA in respect of the framework for SCM.

On 18 November 2003, the Minister of finance approved the promulgation of the Regulatory Framework for SCM which applies to all national and provincial Departments and trading entities, constitutional institutions and public entities listed in Schedules 3A and 3C of the PFMA. The Framework was published in the Government Gazette Number 25767 dated 5 December 2003 as Government Notice Number 7837, as part of Treasury Regulations in terms of Sections 76(4) (c) of the PFMA. This Framework, which took effect from 5 December 2003, serves as formal requirements of accounting officers to ensure the implementation of the SCM process, as an integral part of their financial system.

2.7 MANAGEMENT SYSTEMS

Ryan, Williams, Charles and Waterhouse (2008) posit the top-down approach whereby top executives and managers conceive, strategically plan and direct implementation of a top organisation or government in this case. Junior employees are the ones responsible for daily operation and implementation of the management plan and strategic objectives. In the case of intergovernmental relations, the top-down approach is about centralising, most

if not, all policy and making powers, planning tax collection and major procurements, just to mention a few (Agranoff & McGuire, 2001).

Usually if a lower sphere does take instructions the performance and implementation is often insignificant and not up to a desired or intended level. (Shafritz, Hyde, & Parkes, 2004) It is said that subordinates do not function well with the Senior Management by supporters of the top-down approach (Uyizeyimana, 2011; Uyizeyimana & Cloete, 2013). It is also for this reason that most of the top-down approach instructions and directives often results in poor implementation or policy results that are totally varied from initial intention of the policy, or at worst, no implementation at all. (Hariparsad, 2004). This is precisely because of the decisions, instructions, and directives from the top structure (lower sphere) officials. There might even be an element of sabotage by the lower structure precisely because they do not believe in those decision, instructions, and directives from a higher structure.

Kahn et al. (2016) are of the opinion that one of the most noticeable challenges of the intergovernmental relations in South Africa is lack of compliance of higher government's directives by the lower sphere of government. Lack of first-hand experience by the higher sphere is also one of the challenges that may be encountered in a top-down approach implementation of intergovernmental relations (Ghenna, 2006; Uwizeyimana, 2014). The insufficient detailed standardized transactions level data on which to build relevant aggregate data creates significant difficulties in monitoring the efficiency of procurement across levels of the government and at the various stages of procurement, including the delivery management process.

Smart contract governance and process rules in the South African Police Service, supply chain can manage certification and approval and what processes they allowed to access and are needed for execution. South African Police Service managers can depend on supply chain type position, triggered and defined by smart contract. The actors cannot change the rules without some form of consensus process (Maurer, 2014). The example of smart contract applications is in procurement. Smart contract process characteristics portend potential sub-component processes with continuous improvement for supply chain processes.

It is particularly important to understand the relationship between the management and co-workers within supply chain management as it is a department where each task is linked to each other. The implementation of the circular economy principle often requires new visions and strategies and fundamental redesign of product concepts, service offerings, and channels towards long-life solutions (Lewandowski, 2016).

Despite these valuable contributions, we currently lack a unified understanding of the current state of knowledge on circular economy within SCM management in the South African Police service.

Academics have called for organization and supply chain management (SCM) researchers highlight the managerial implications of their work, and to undertake projects that advance practical insight in addition to theory (Carter, 2008; Fawcett, Waller & Waller Bowersox, 2011; Simpson *et al.*, 2015). The management discipline must be positioned to offer actionable insight, as researchers in the field typically maintain close ties with the South African Police Service regarding the challenges that they face, and commonly leverage public sector contacts.

Given the rapidly changing procedures and regulatory environment that influence and sometimes disrupt SCM around the world, this policy represents a rich area of study. Foundation SCM perspectives relate effective policy making by discussing contemporary issues of policy and regulations that highlight the potential relevance of SCM researcher perspectives.

Hoover Institute Senior Fellow Sowell writes that effective policy making, “requires thinking beyond the immediate consequences of conditions to their long-term effects.” Through human-based system in which people are involved with continuous improvement initiatives, public sectors were developed to allow employees to solve problems at their workplace (Iker, 2005).

According to Dal Forno, Serapiao, and Forcellini (2001), some companies in Brazil have been implementing a few sets of LP practices in the manufacturing process, and only a few companies have expanded to other areas, such as product development, finance and sales. However, since LP goes beyond implementation to practices, Brazilian companies still need to improve their understanding around learn principles and their implementation (Prudentino, 2013; Saurin, Ribeiro & Marodin, 2010). This gap was emphasised in a literature review and assessment conducted by Walter and Saurin, Ribeiro & Marodin (2010). The authors stated that the research dearth regarding methods that evaluate LP implementation might justify the misunderstanding and failure in implementation LP practices, LP in Brazil is often imposed by top management or overseas corporate offices instead of being triggered by bottom or medium – up implementation which occurs in other countries (Bianco & Salerno, 2011).

According to the management theory perspective, managers are compelled to possess valued skills and ethics to develop a practical resolution towards solving problems concerning the realities that they may encounter, Managers

have to acquire proper managerial skills since they are viewed to be of paramount significance, more especially at the level of the supervisor; leadership, theoretical skills and interpersonal relation skills are crucial at top management so that They will be able to communicate with their sub-ordinates transversely. However, theoretical skills are not important for supervision at the lower level.

2.8 THE SCM MODEL

SCM is concerned with the coordination of all parties involved in delivering the combination of inputs or outcomes that will meet a specified public sector requirement. It is applauded by Ambe *et al.* (2022). The model for SCM or framework for SCM consists of demand management, acquisition management, logistics management, disposal management, risk management and performance management.

2.9 THE SCM COMPONENTS

2.9.1 Demand Management

Demand Management is the first element in the SCM model and the first phase of the SCM cycle. The objectives are to ensure that resources are required to fulfil the needs identified in strategic planning (e.g. integrated development planning for municipalities). Moreover, the budget for the task is delivered at the correct time, price, place and that the quantity and quality will satisfy those needs. According to N/I 6 of 2018, demand management forms and intrinsic part of the whole planning process, accounting functionaries and/ or chief users must continuously verify resources required to give effect to the goals and objectives of both the strategic- and annual performance of the service.

Demand management is, therefore, essential during the process of acquisition by describing a choice creation practice that permits the government to

acquire, based on the correct period and at accurate values, and the correct location. Thus, emphasis has been placed to recognizing that “training and workshopping” are considered vibrant for fruitful SCM (Ambe & Badenhost, 2012: 110-111-113).

2.9.2 Logistics Management

Logistics is the process of strategically managing the acquisition, movement and storage of materials, parts, finished inventory and equipment (and the related information flows) through a department or municipality up to where it is needed. Logistics management is that part of supply chain process that implements and control efficiency and effectiveness.

Literally, logistics management is responsible for the management of acquired movement and warehousing of material; cost-benefit accomplishment concerning requirement, and warehouse of materials; cost-benefit accomplishment concerning requirement; guarantee effective movement of goods, services, and associated data from the place of originality to the place of utilization. The most important task of organization management is constantly facilitating the correct level of consumer services and, simultaneously maintaining balance in terms of total logistical cost (Ambe *et al.*, 2022). In practice it concerns inventory count plans, ensuring that stores comply with treasury regulations and instructions, conducting monthly inventory reconciliations, developing and operation of the stores.

2.9.3 Inventory Management

Inventory management enables a government entity to meet or exceed to communities while minimising stock. Aspects of managing inventory are inventory control methods, stocktaking supplier or vend or control method as discussed by Ambe *et al.* (2022). It is important for the organisation,

component accounting office to take charge of all the inventory as there is some critical ones, especially within the SAPS.

2.9.4 Disposal Management

Ambe & Badenhorst-Weiss (2020) state that Disposal management is the beginning of the supply chain. A total needs assessment should be done, dealing with issues such as the following:

- Understanding future needs;
- Identifying critical delivery dates;
- The frequency of needs;
- Linking the requirement to the budget (based on expenditure spent);
- Determining the specifications;
- Doing a commodity analysis (checking of alternatives); and
- Doing an industry analysis.

This is a cross-functional exercise that brings the supply chain practitioners closer to the end user, ensuring that value for money is achieved.

Ambe *et al.* (2020) further state that Disposal Management means the disposal of assets that are no longer needed, including unserviceable, redundant, or absolute assets. It is recommended that the accounting officer appoints a specific committee to deal with disposals that must make recommendations regarding the disposal of any asset. Considerations for disposal management include obsolescence planning, maintaining a database of redundant material, inspecting material for potential reuse, degerming a disposal strategy, and carrying out the physical disposal process.

2.9.5 Risk Management

Ambe *et al.* (2020), define the risk management as the provision of an effective system for the identification, consideration, and avoidance of potential risks in

the SCM and avoidance of potential risks in the SCM system. Risk refers to any unintended or unexpected outcome of a decision or course of action, analysis, and economic control of risk action. Risk Management entails the identification, analysis and economic control of risks that threaten the SCM system and service delivery by a government entity. Risk management in government include:

- Identification of risks one case by case basis;
- Allocation of risks to the party best suited to manage such risks;
- Acceptance of the cost of the risk where the cost of transferring the risk is greater than that of retaining it;
- Management of a risk in a proactive manner and the provision of adequate cover for residual risk; and
- Assignment of relative risks to the contracting parties through a clear unambiguous contract document.

The main risk in government SCMs is:

- Risks associated with the failure to follow laid-down procedure and policies;
- Risks associated with inadequate specification and qualification of needs; and
- Risks attributable to a delay in delivery, failure of service delivery by suppliers and overstocking or shortages of stock items.

According to Ambe & Badenhorst-Weiss, (2022), Accounting officers must be aware of potential risks during SCM processes.

2.10 PUBLIC PROCUREMENT AND SCM

This section of the chapter presents public procurement as an essential part of the SCM system. It explores the importance of public procurement as an

essential part of the SCM system to socio-economic development as well as the difference between practices in the public and private sectors (Ambe et al., 2020). Procurement is both a strategic tool and a mechanism that enables the public sector to implement policies for socio-economic development and transformation (Turley & Perera, 2014). The government recognises the potential of procurement to improve public sector operations through savings and economies of scale. Hence, it is an indispensable economic activity for good governance.

Public procurement operates in an environment of increasingly intense scrutiny and accelerated changes driven by technology, programme reviews and political expectations (Eyaa & Oluka, 2011). The public procurement process is a sequence of activities that starts with the assessment of needs. This is followed by the awarding of contracts, contract management processes and finally payment (Organisation for economic Co-operation and Development [OECD], 2015). Reliable procurement practices ensure that funds are used correctly. Public procurement is also used to achieve social policy objectives, that is, to foster job creation, to promote fair labour practices (such as the increased utilisation of disabled citizens in employment) and to prevent discrimination against previously disadvantaged groups.

According to Dzuke and Naude (2015:3) authors have identified the following key problems in procurement systems:

- Weak and outdated procurement policies and processes;
- Public sector procurement remaining an operational activity and not strategic activity;
- A lack of accountability and transparency;
- A lack of procurement knowledge and skills;
- Embedded fraud and corruption; and

- Inability to implement appropriate reforms

Additionally, some of the challenges in public procurement go beyond procurement regulations and include procurement processes, methods, organisational structures, and the workforce (Eyaa & Oluka, 2011:36) David (2014:79) states that there is growing recognition that poor service delivery is the result of ineffective public procurement practices. In South Africa and the emerging world, many practitioners still consider the terms procurement and SCM to be interchangeable. However, various academics and seasoned industry professionals have over the last 20 years succinctly distinguished between SCM and procurement. SCM involves the management of all the interlinked activities within the value – adding chain. In the public sector context, Korosec (2003) states that “SCM is a procurement tool that, strategically integrates the whole procurement process.

According to N/I 9 of 2020 of the South African Police Service, the purpose of this National instruction is to set out the procurement directives of the Department. It provides all stakeholders involved in the procurement process the following:

- a) Guidelines and instructions for ensuring that all procurement transactions are carried out in a manner that is fair, equitable, transparent, competitive and co – effective thereby promoting good governance; and
- b) Guidelines for achieving specific goals as contemplated in the PPPFA, e.g. through awarding preference points, waiver of security sureties, split wards, timely payment cycles, simplification of bid submission requirements, and establishment of database of suppliers etc.

2.11 SUPPLY CHAIN PERFORMANCE MEASURES

The nature of supply chain design, integration and coordination makes it difficult to measure the performance of the chain. The supply chain is not under control of one organisation only, making control, measurement, and improvement a complex activity. Traditional measures used within one organisation or in the buyer-supplier link cannot merely be applied to the supply chain. A joint effort by all partners is needed to measure and improve the chain.

Several measures in the literature and in an organisation are recommended for use in measuring the performance of the SCM system. Several measurement approaches have been developed and used for measuring SCP. The significance of the balanced scorecard lies in the link that it creates between vision, strategy, and objectives on the one hand and measures, targets, work plans and resource allocation on the other.

Measurement and improvement are, therefore, linked to vision and strategy, and supply chain design measurements provide a more focused approach to waste reduction and supply chain optimisation. Strategies and activities can be aligned with organisation requirements (Ambe *et al.* 2022). Operationalization of performance measurement varies across studies, but include costs, quality, timeliness, contractor workload, customer satisfaction, disruption, of service, equity in service provision, and compliance with laws (Amirkhanyan, 2010).

Five KPI's have been identified for supply chain measurement (Bowersox, Closs, Cooper & Bowersox, 2020). The prerequisites for flexible supply chains are virtualization and network-based collaboration between the partners involved (Judith Ola'h *et. al.* 2018). These authors further state that among other considerations, the focus is on the spread of cloud-based technologies with mobile applications and the standardized Electronic Data exchange (EDI) between Enterprise Resource Planning System (ERP) in all areas that can

either be easily algorithmized or where manual inputting can lead to errors. Judith Ola'h *et. al.* (2018) further confirmed the challenge to so-called "globalisation". In the logistics centres this will lead to an increase in the role of local and regional production and distribution organisation. Logistical centres form a hierarchically structured regional network which also linked to the massive world network.

Trust was found to be a crucial factor that affects supply chain collaboration (Kelle Cooper & Bowersox, 2020). Three aspect of a supply chain network influence network-level trust in supply chains: the number of uninfluenced partners and the degree of interdependence (Capaldo, Giannoccaro 2005) According to the relational view, collaborative strategies require trust based mutual commitments to co-create value (Day *et al.* 2001) Evans (1991) further confirmed that the logistics solutions which follow the overlapping relationship of the member companies, in a supply chain are created with the intent of meeting customer expectations. In today's market economy no-one can question the importance of meeting customer expectations. Management of companies committed to unbroken development thus involves a constant analysis of which factors determine the company's performance as it is perceived by the customers and what priority they should be given (South Africa, Auditor General Report, 2020). Therefore, non-compliance with the public procurement and contract management guidelines remains a huge challenge for the country. Despite the forms and the employment of the Supply Chain Management (SCM) as a strategic tool, South Africa continues to experience immense challenges in its procurement practice. One of the critical challenges is non-compliance with the legislative framework governing public procurement and taxpayers. This content intends to unveil the approach through which public procurement and contract management could be transparently and ethically processed. Thus, to ensure compliance with public procurement and contract management, this discussion examines the best practice of policies and guidelines as an unconditional approach to promoting human resources, accountability, appropriate skills development,

efficient/innovative technologies, implementation of consequence management, and monitoring and evaluation (Kiss flow, 2020). Supply Chain Management further states that how firm engaged in creating, distributing, and selling product, can join forces to establish a supply network that is powerful business-improved tool.

Supply Chain Management is a reverse of prior practices where manufacturers supplied product to customers. Customers tell suppliers how and when they want the inventory delivered. The driver behind Supply Chain Management is to remove inefficiencies, excess costs and excess inventories from the supply pipeline which extends from the customer back through his suppliers and through his suppliers' suppliers and so on. By having the programme driven by the customer, it is hoped that inventories caused by uncertainties and slow responses, could be significantly eliminated (Rathee, 2010). Public procurement is one of the many functions of the government that presents good potential for assisting government attain its numerous goals. Coggburn (2003) emphasized that when procurement function that fails to deliver goods and services in a timely fashion and at an economical price, then performance of government obviously suffers. Basheka & Kabatereine (2013) add that good procurement is one devoid of corruption and is based on well-known procurement practices that promotes efficiency and effectiveness and is the vehicle for better service delivery. Therefore, the citizen-centred government should use at least 70 percent of its budget to provide timely, efficient, and effective public goods such as health, education. defence infrastructure since the greatest portion of its funds is obtained from taxpayers. Public procurement is alternatively defined as purchase of commodities and contracting of construction works and services if such acquisition is affected with resources from the state budget, local authority budget, state foundation and domestic loans.

Public procurement may often be influenced by a range of secondary objectives which are not related or even conflict with the principles of the best

value for money in obtaining products under procurement (Mbabazi et al., 2009). The government embarked on a major review and transformation process of the public procurement policy, this process culminated in the introduction of a legislative framework consisting of Acts, regulations and guidelines within which Supply Chain Management needed to be conducted. The SCM policy is based on international accepted best practice and is designed to address procurement related matters in the South African Police Service. The legislation was issued by the government to “add to commonwealth of the country and the achievement of enhanced economic and social well-being of all South Africans” (National Treasury 2005:17). The enactment of the legislation was an indication of Government’s commitment to implement a procurement policy to enable the emergence of sustainable small medium and micro enterprises (SMMEs). The central theme of this article outlined these challenges and proposes viable solutions.

The authors are Government independent facilitators who are currently involved with facilitating the South African Police Service Supply Chain Management policy and training workshops which are attended by senior SAPS officials. Within the South African Police Service, there are sub-divisional components within the component of Supply Chain Management component. N/I 6 of 2018 clarifies the Management of Movable Property in the South African Police Service. Management demands ensures that the physical resources and services requires to fulfil the needs identified in the strategic plan of the service and operational plans of provinces and divisions, are delivered at the correct time, price, and place and that the quantity and quality will satisfy those needs. Demand management forms an intrinsic part of the whole planning process, accounting functionaries and/ or chief users must continuously verify resources required to give effect to the goals and objectives of both the strategic and annual performance of the service.

There is a process to be followed by accounting functionaries before 1 December of each budget year to compile a demand plan. The demand plan

for non-provisioning items has a certain amount, not more than R500 000-00 as a threshold for the next budget year. It must ensure that the demand plan contains the following information:

- The budget year applicable;
- Demand (sequence) number;
- Name of station or unit or provincial component;
- Commodities per Annual Operational Plan of SAPS;
- Description of goods or service to be procured;
- SCOA Number;
- ICN;
- Date need was received;
- Quantity;
- Estimated value; and
- Comments.

N/I 9 of 2020 promulgates Procurement in the South African Services. The Supply Chain Management System has a Code **of Conduct for SCM Practitioners**:

- The National Treasury issued a Code of Conduct for SCM Practitioners which officials and other role players involved in SCM, must adhere to.
- All SCM officials are compelled to formally sign the Code of Conduct with an undertaking to adhere to its requirements. The original, signed undertaking must be filed in the personal file of the official.
- Newly appointed officials or officials transferred to the SCM Unit or office are also required to sign Code of Conduct.

2.12 THE ROLE OF SCM POLICIES

The states institutions are the main purchaser of the products and services including erection of structures. In ensuring value for money, efficiency and effectiveness in service delivery and consequently achieving the goals of government, policies and legislative framework regarding SCM have to be clearly stated, However, SCM policies, processes and procedures are frequently unclear and awkward. Service providers are required to complete a number of forms, repeatedly and timeously.

The individual institution of government is obligated by the legislation in terms of adhering to relevant uniform policies of SCM that have been created and have been put into practice, confirming the previous findings of on SCM such as that of Ambe & Badenhorst (2012:110-112). The Business Day Reports (2011) confirmed that non- compliance with applicable policies including processes prevents the efficient execution of SCM and has a negative impact on the delivery of services to the citizens of South Africa.

Shortage of necessary SCM expertise and aptitudes including the deficiency of severe rules and regulations contributes mostly to the failure of complying with uniform policies including guidelines of SCM as stipulated in the framework. Non-Compliance with SCM legal framework includes misuse of competitive processes; failure to align bid documents; and deviating from normal SC process without sufficient justification (Ambe & Badenhorst, 2012: 110-111-113).

Cognisant of foregoing challenges, the government of South Africa conducted substantial alterations to SCM through the introduction of a relevant SCM legal framework of the public sector, which makes provision for policies that are decentralized, and the management of resource of the public sector in line with the Public Finance Management Act (PFMA).and the PPPFA (Public Procurement Policy Framework). The aim was to allow managers to manage.

However, reports to the National Treasury by accounting officers, and borne out by the Auditor General (AG), indicate a continuous low level of compliance with the SCM legal framework.

There is an indication of poor policy implementation to these reports, operational flaws and institutional SCM oversight. These weaknesses include the inability of staff to interpret and apply SCM policy standards. Compliance with public SCM rules, legislation, norms, and standards is critical to ensure that government's policy objectives are attained. To reduce waste, eradicate corruption and improve public sector performance, ethics, integrity, transparency, and accountability need to be strengthened (National Treasury, 2015: 9-10).

Presently, a draft Supply Chain Management Bill to govern public SCM is being prepared by National Treasury. Among other things, it will fully establish the OCPO and give powers and functions to formulate and advise on policy, administer national legislation, and ensure that policies and legislations are implemented in an appropriate, consistent, and systematic manner (National Treasury, 2015:6).

It has been appreciated what lies behind the procurement (purchasing), production, transportation and other activities involved in ensuring that orders for new cars, smartphones, uniforms, are available at the right quality, right quantity, right time, right place, and the right price when these products are required. It is only the product that the organisation normally consumes and those on exclusive offers advertised: when the organisation wants to buy them, they realize that there is something wrong with the supply of the required products. It is further noted that the main reason entrepreneurs establish, operate, and manage businesses in to earn maximum profit. Profit is calculated as the difference between the revenue generated by a business or the organisation and operating costs or expenditure that the business incurs in generating the revenue. The formula is written as follows:

Profit = revenue (price x quantity sold) – cost

This formula indicates that revenue is calculated as the price of the product or services sold multiplied by the quantity of the goods and services sold (Badenhorst-Weiss et al., 2020:3). The contribution of logistics and supply chain management as co-savers, contribute to profits and factors that enhance and maintain a business competitive position. According to Badenhorst-weiss *et al.* (2020), supply chain challenges and supply chain managers need to plan ahead to keep everything flowing smoothly. Some of the main changes seen in driving supply chains are explored.

The impact on the supply chain can ripple throughout the entire infrastructure. Supply chain managers must deal with these issues promptly before they create delays, backlogs bottlenecks and other issues. These are endemic problems in the supply chain, and it is almost impossible to resolve them on a local or organisational level. Instead, supply chain managers need to understand the key issues impacting supply chains around the world and create strong reporting and management plans to resolve issues quickly. Much of this will be down to predicting problems before they happen, building robust contracts and rely on strong relationship management, collaboration, and prioritisation to minimise the impact. The process of strategically managing the procurement movement and storage of materials, part, and finished inventory (and the information flows) through the business and its marketing channels in such a way that current and future profitability are maximised through the cost-effective fulfilment of orders. Supply Chain Management encompasses the planning and management of all activities involved in the sourcing and procurement, conversion, and all logistics management activities. Importantly it also includes coordination and collaboration with channel partners which can be suppliers' intermediaries, third party service providers, and customers. Therefore, Supply Chain Management integrates supply and demand management within and across organisations (Badenhorst-weiss *et al.* 2020). Plans are the part of Supply Chain Management that implements and controls

the efficient, effective physical forwarding and storage of raw materials, work in process inventory, finished goods, services and related information between point of origin and the point of consumption to meet customer requirements.

According to Badenhorst-weiss *et al.* (2020), Supply Chain Management (SCM) gained prominence during the 1990's. In the trend of SCM practices – with their emphasis on sourcing and procurement – have become increasingly service based and are also increasingly being applied in service sectors, including Banks, Hospitals SAPS and other public sectors (Liu, 2012: 3). The increased introduction of private sector practices into the public sector is also in line with the South African government's pursuits of improved and increased public-private partnership (PPPs).

Proper and successful public sector SCM rests upon certain core principles of behaviour – the five pillars of SCM. They are best described as five pillars, if any one of them is broken, the procurement system collapses. Section 217 of the Constitution of the Republic of South Africa Act 108 of 1996 states that when an organ of the state is, national, provincial or local sphere of government, or any other institution identified in national legislation, contracts for goods or service, it must do so in accordance with a system which is fair, equitable, transparent, competitive and cost effective. Furthermore, it stipulates the need to implement procurement policy that will provide for categories of preference in the allocation of contracts and the protection or advancement of persons, or categories of persons, disadvantaged by unfair discrimination. The PPPFA was enacted because of this section. The PPPFA stipulates that when government assesses tenders, it must consider the preference point system which prescribes functionality, price, reconstruction, and development (RDP) goals (Ambe & Badenhorst-weiss, 2020: 29).

2.13 Ethics in Public Procurement

Most people tend to define ethics as being primarily concerned with issues such as bribes and confidentiality. However, ethics is concerned with values

which is a general term relating to those things which people regard as good, bad, right, desirable, or justifiable. In summary, ethics is concerned with the moral principles and values which govern beliefs, actions, and decisions. Procurement ethics refers to the ability to differentiate between what is right from what is wrong when conducting procurement. Ethics is particularly important because of the temptation public officials are exposed to during the process of acquiring goods, services and works for government. Ethics and integrity of public officials are critical components of successful public procurement reform strategy, successful public procurement reforms strategy, and successful public procurement reforms in Africa and their implementation depends on procurement staff and public officials: the high moral standard contributes to effectiveness of the procurement process and thus service delivery. Professionalism which is defined by status, methods or standards within a career area is a means to help control corruption.

2.14 Value for money

Value for money means most effective and best available outcome when all relevant costs and benefits over the procurement cycle are considered. It is an essential test against which a department must justify a procurement outcome. Price alone is often not a reliable indicator, and departments will not necessarily obtain the best value for money by accepting the lowest price offer that meets mandatory requirements. In logistics, we talk about an integrated total-cost concept, which refers to the trade-off between all costs that conflict with each other and that can affect the outcome of a particular logistics decision. Therefore, procurement businesses are centrally located or devolved to individual departments. Despite the significance of procurement in the public sector, current PPP in procurement is unappealing. The audit report shows that public organizations are striving to achieve better PPP (Liu *et al.*, 2020; Namagembe *et al.*, 2021; Soong *et al.*, 2020). The involvement of small and

medium –sized enterprises make public procurement operations in the country more important.

Open and effective competition:

Public sector procurement requires the following:

- A framework of procurement laws, policies, practices, and procedures that is transparent; in other words, they must be standardised and readily accessible to all parties;
- Openness in the procurement process;
- Encouragement of effective competition through procurement methods best suited to specific market circumstances; and
- Observance of the provisions of the preferential procurement policy framework Act No: 5 of 2000.

Departments need to apply effort and research to get the best possible outcome from the market by ensuring that adequate and timely information is provided to suppliers to enable them to tender fairly and transparently. Bias and favouritism are eliminated and the cost of tendering for opportunities does not deter competent suppliers,

2.15 Ethics and fair dealing:

In public sector procurement, all parties involved in procurement should comply with the following ethical standards:

- Deal with each other on the basis of mutual trust and respect; and
- Conduct business in a fair and reasonable manner and integrity.

All staff in all three spheres of government associated with procurement, particularly those dealing directly with suppliers or potential suppliers or potential suppliers, are required to:

- Recognise and deal with conflicts of interest or the potential thereof;
- Deal with all suppliers and potential suppliers even-handedly;
- Ensure they do not compromise the standing of state through the acceptance of gifts or hospitality;
- Be scrupulous in their use of public property; and
- Provide all required assistance in the elimination of fraud and corruption.

2.16 Accountability and reporting

This involves ensuring that individuals and businesses are answerable to their plans, actions and outcomes. Openness and transparency in administration, by means of external scrutiny through public reporting, is an essential element of accountability. Therefore, within the procurement framework:

- Heads of departments are accountable to their national ministers for the overall management of procurement activities;
- Heads of procurement and senior procurement directors are accountable to head of department for various high-level management and co-ordination activities;
- Individual procurement officers are accountable to head of procurement, and to their clients, for the services they provide; and
- All people exercising procurement functions must have regard for these guidelines and are accountable to management.

2.17 Equity:

The word 'equity' in the context of the five pillars and other policy guidelines means the application and observance of government policies that are

designed to advance persons or categories of persons previously disadvantaged by unfair discrimination.

This fifth pillar is vital to public sector procurement in South Africa. It ensures that government is committed to economic growth by implementing measures to support the industry, and especially to advance the development of small medium and micro enterprises (SMMEs) and historically disadvantaged individuals (HDIs). An HDI is a South African citizen who, due to the apartheid policy, had no franchise in national elections prior to April 1994 and the introduction of the constitution of the Republic of South Africa and/ or

- Who is female; and/ or
- Who has a disability?

A person who obtained South African citizenship when or after the interim Constitution came into effect is deemed not to be an HDI. In accordance with the with the Reconstruction and Development Programme (RDP), SMMEs and HDIs need to play a bigger role in the economy. Greater participation in the economy and a more diversified representation of race and gender in ownership is essential. In support of this pillar, the government has implemented the preferential Procurement activities. It aims is to support the procurement of local products and services. No public procurement system should be operated if it is not founded on these five pillars.

The five pillars are the foundation of SCM as it endeavours to establish the significance especially of procuring services. The study aims to provide answers to the question such as Procurement process that is in place to enable the efficient execution of the SCM system.

2.18 CHALLENGES ON THE SUPPLY CHAIN IN THE PUBLIC SECTOR: SOUTH AFRICAN POLICE SERVICE

According to Luyt (2008) planning and poor budgeting amongst government entities result in inadequate implementation of supply chain processes. Amber & Badenhorst-weiss (2011) reported the following: lack of knowledge, skills and capacity, non-compliance with supply chain policies and inadequate planning and poor linking of demand to the budget, accountability fraud and corruption, inadequate monitoring evaluation of supply chain management processes, unethical behaviour and over decentralisation of the procurement system. Within SCM in the South African Police Service, the amount of money allocated to the component each year depreciates and does not meet the budget, the amount from 2019 – 2023 has decreased. It is exceedingly difficult to procure all the goods required by the Organization as prices of goods are rising in the whole of South Africa.

According to Ambe and Badenhorst-weiss (2012), numerous things stand the way of an efficient and economical public sector SCM system. Munenzhi (2015) highlights that fraud and corruption occur mostly throughout with poor procurement and control within a supply chain. It agrees with the views of Hamid and Ibrahim (2014) who submit that studies on the link between supply chain management and supply chain practices are still lacking. Researchers such as Abd Razak *et al.* (2016); Ambe & Badenhorst-weiss (2012); Ambe & Maleka (2016); Badenhorst-weiss *et al.* (2013); Bizana *et al.* (2015); Masete & Mafini (2018); Mantzaris (2017); Naidoo (2015) and Ngobeni (2016) have been concentrating instead on the entire SCM system thus not doing much justice to individual elements.

The control theory offers a guideline for performance management as an evaluation process on a set standard and actual performance. According to Ambe and Badenhorst-weiss (2012), the South African public sector has undergone transformation through the introduction of performance management processes. Furthermore, cadre employees go through the same

process of performance management like other public service delivery (Bizana, Naude and Ambe, 2015).

Local government corruption, as emanating from cadre development, is rampant especially in the procurement systems. In their study Ambe & Badenhorst-weiss (2012) observed that the effects of corruption because of cadre deployment are causing inconsistencies in procurement systems and pave the way towards wasteful expenditure in public sectors. It must also be noted that procurement sustains the capacity of public sectors to render good procurement services within the public service, however, it has hijacked by corrupt officials who have manipulated it by the act of approving inflated payment to service providers (Moeti, 2014).

It is further debated by researchers, although a number of studies have been conducted on the concept of SCM in both the private and public sector, there does not seem to be any work done on the impact and challenges of implementing an SCM policy in the public sector, much less within the context of law enforcement. For instance Casadesus & Castro (2005); Jerbi *et al.* (2012); Klemencic (2006); Naude (2009) have studied SCM in the private sector. Amongst them, only Jerbi *et al.* (2012) looked at it from the policy perspective; the remain works addressed the generic concept of SCM. Researchers have done work on SCM in the public sector (e.g. Ambe, 2016; Ambe & Badenhorst-weiss, 2012; Bizana *et al.* (2015). Similarly, studies that have been conducted on service delivery in the police service (e.g. Daniels & Hendrickse, 2017; Kleyn, Rothmann & Jackson 2004; Legget 2002; Mason, Ngobese & Maharaj 2017; Rothmann, 2006) do not seem to have done with SCM in mind. The foregoing indicates that there is not much work done on the SCM. A gap that remains with respect to the impact and challenges of implementing much more policies in public sector organisations.

News 24 (2022) confirmed that Police corruption remains a 'severe problem despite decreasing cases. It further confirmed that over 65% of corruption cases are against the Police and it is a concern within South Africa and to all

the provinces. In 2019 Corruption Watch Reports, is an organisation that operates nationally and engaged communities in every province on an array of topics related to corruption, SAPS account for 5,9% (1440), emanated from Johannesburg. "A similar argument can be made for KwaZulu-Natal which accounted for almost 11% of the reports of corruption received in the same period," and most of the Provinces within South Africa.

The Daily Marverik, newspaper article (2022), reported on the corruption of Ex-Cop/Ex-police official in Pretoria with other five Police officials for unlawful attempts to procure surveillance device known as a grabber for a heavily inflated price of R45-million yet the regular price was 7 million.

The KwaZulu-Natal Province had previously faced serious issues within the Supply Chain Management Department, which was the fear that corruption was allegedly done by Top Police officials on Online Tenders according to News-24. It stated that the investigation into procurement fraud and corruption allegations, in the KwaZulu-Natal Provincial Supply Chain Management amounted to R60-million. According to the news, R60-million was for accommodation and tender frauds. It further stated that the concern was calculations that was inflated by 400% and the claims were settled with the company that did the tender.

The existence of laws is not sufficient in and by itself because corruption is rarely a one sector phenomenon that occurs only in one institution of the state or one bureaucratic hierarchy. Rather, where it exists as a problem, it tends to pervade large parts of the state administration. In this regard, stringent rules of process and legal guidelines informing procurement procedures will be instrumental in ensuring integrity and accountability in public procurement transactions, despite having a plethora of anti-corruption transactions (Dorasamy and Fagbadebo, 2019).

There is a lot to be done on challenges concerning Supply Chain Management Departments, to bring back those ethics and SCM codes of conduct. The

organisation (SAPS) in the main is reliable to the communities and expected to continue to serve the country with the code of conduct and to always set a good example amongst it remembers first, and around the communities.

2.19 Conclusion

This chapter provides a summary of previous views from different authors concerning efficient execution of SCM in South Africa's public sectors including the applicable legislative framework. It also examined key concepts underpinning this study's aim of ensuring that the reader has a clear understanding of the rationale of the study. The key issues discussed in this chapter include the challenges restraining the efficient operation the Supply Chain Management system in the South African Police Service in eThekweni. The literature review covered in this chapter was necessary as it underpinned the data analysis and to draw conclusions and recommendations for the entire study. The next chapter, Chapter 3 discusses the research methodology.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The preceding chapter elucidated the literature review of the study. This chapter examines the framework used for this research. There are various challenges within the Supply Chain Management systems in the eThekweni District of the South African Police Service. This chapter confirms the paradigm and worldview and the research design utilized in this study to develop relevant research questions to be answered by obtaining primary and secondary data. It describes the research strategy and data collection methods and clarifies the motive for the selection of the relevant strategy. (I.e. research study and the process used in the fieldwork to gather relevant information about the challenges and facts about the reality of the supply Chain Management System in the SAPS). It then proceeds to explain the data collection methods and data analysis of SCM challenges in the eThekweni District. This chapter also looks at the theories which underpin the study. It further concludes by furnishing the necessity for maintaining ethical consideration and a breakdown of research framework. There are two participants from the Supply Chain Management units that were interviewed in each of the Ten selected, namely, Newlands East SAPS, Phoenix SAPS, Greenwood Park SAPS, Ntuzuma SAPS, KwaMashu-E SAPS, Berea SAPS, Mayville SAPS, Sydenham SAPS, Point SAPS and Isipingo SAPS of the South African Police stations. The stations are within the eThekweni District in the South African Police Service. The budget is determined by the structure of the building, members for that specific police station, cells for the suspects in custody. The has never been equal, including the strength of members as well. In all, twenty participants were drawn from all the selected SAPS stations for an in- depth interview. Participants were limited to the administrative officials

and members of management and excluded other police and civilian members, in other units.

3.2 Significance of Study

The importance of an investigation is that it expresses prominence of the problem intended for the attention of diverse readers who may benefit from using the analysis of a study (Creswell, 2014:248). The study provides valuable information about the importance of integrating the principles of organisational theory, Supply Chain Management system challenges in the eThekweni District of the South African Police Service. It also offers an investigation into the challenges and prospects of SCM in South Africa's public sectors. The findings will improve identified gaps regarding the application of SCMSCEDSAPS to achieve value for money and promoting good governance. The study further adds value to the body of existing knowledge to inform and shape SCM of government sectors.

Gresham et al., 2022 describe research as an academic activity and a way of thinking, with intensive purposeful research for knowledge and greater understanding of a problem. The drive of this study was to examine the perceptions and experiences of internal and external customer demand and its impact on lead time and customer satisfaction. Verma, Chandra and Kumar (2019), indicate that there are generally two types of research problems, one relating to the state of nature and the other relating to the relationship between variables. After an intensive literature survey, the researcher decided to develop the hypotheses for the research to be conducted. In this chapter, the research design, methodology and data analysis will be explained and presented.

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3.3 RESEARCH DESIGN AND APPROACH

3.3.1 Research Design

Asenahabi (2019) pointed out that adequate knowledge of research design and its implications in research is required. Various definitions below offer a more comprehensive view of what research involves. Research, according to Naidoo (2012:66), is a methodical and organised activity, which tends to produce quality outcomes. It consists of research design, population of the study, sample data collection and data analysis. O'Sullivan, Rasseland Berner (2003:24) view research design as a plan intended to guide decisions about when and how to collect data, what instruments for will be used and how it is going to be used and the means of collecting data. According to Creswell (2009:3) a research design is a particular plan for the collection and analysis of data. This is an exploratory study, and it will adopt a qualitative method for data collection and analysis. Primary empirical data was collected through in-depth interviews, public documents, and archival materials, such as the reports and N/I was source of secondary data. Extant literature such as books, journal articles, provided thoracal data. The data in this category comprised of evidence from media reports, research activities and informed opinions.

According to Kerlinger (1986; 279), a research design is the road map that you decide to follow during your research journey to find answers to your research questions validity, objectively, accurately, and economically as possible. It is a procedural-cum-operational plan that details what and how different methods and procedures to be applied during the research process.

Research design is concerned with the aims, uses, purposes, intentions, and plans within the practical constraints of location, time, money, and the researcher's availability (Hakim, 2000). Research design is a reflection of the researcher's ideas, and it helps prevent frustration by binding the research together through a structure plan that shows how all major parts of the research work in unison to try and address the research questions (Esenahabi,

2019). Kumar (2019:18) stated that if a study primarily focuses on the phenomenon, event, situation or problem, this then justifies a qualitative research approach. This research has taken a qualitative approach, with data being collected using semi-structured interviews, Qualitative approaches are usually challenging because they have a humanistic approach which, therefore, demands an engrossed engagement from the researcher (Gupta *et al.*, 2019:15).

Qualitative research emphasizes exploring and understanding the meanings which a person or group of people ascribe to social or human problems (Creswell, 2014). The historic origin for qualitative research comes from evaluations undertaken in anthropology, sociology, and the humanities. This approach enables the researcher to comprehend issues by investigating them in their own specific context and the meanings that individuals bring to them (Denzin & Lincoln, 2005). Its focus is to generate meaning, purpose or reality from opinion and experiences of participants (Natow, 2020).

Qualitative research is usually inductive in nature and has several underlying assumptions: reality is a social construct; variables are difficult to measure, complex and interwoven; there is a primacy of subject matter and data collected will consist of an insider's viewpoint (Rovai *et al.*, 2014) This approach to research values individuality, culture and social justice, hence providing a content and context rich breath of information which despite being subjective in nature, it is current. The method used to collect data under the design are interviews, observations, and participation. Qualitative research designs are frequently grounded on empirical data as compared to being non-empirical judgement which are stretchy and evolving in nature and are regarded as frequently not direct and non-consecutive in the manner that they are applied.

To the study, the researcher utilised the qualitative research design as the strategy of enquiry. The researcher conducted an in-depth search, scrutiny, and analysis of relevant literature applicable to SCM Challenges in the SAPS.

Scheduled interviews were conducted with respondents in the field of SCM in the eThekweni District of the South African Police Service.

3.3.2 Research Approach

Kumar (2019) argues that quantitative study designs are specific, well-structured and have been tested for their validity and reliability and can be explicitly defined and recognised. Whereas study designs using qualitative research either do not have these attributes or have them to a lesser degree. They are less specific and do not have the same structural depth (Maxwell, 2013:3). The focus in qualitative research according to Kumar (2019) is to understand, explain, explore, discover, and clarify situations, feelings, perceptions, attitudes, values, beliefs, and experiences of the group of people. The study designs are, therefore, often based on deductive logic, flexible and emergent in nature, and are often non-linear and non-sequential in their operationalisation. The study design entails the selection of people from whom the information, through an open frame of enquiry, is gathered and employed (Kumar, 2019).

The study adopted an interpretive philosophical paradigm (Denzil & Lincon, 2017) and a descriptive and explanatory philosophical qualitative case study research study, The case study provided in-depth data from information-rich participants from a Municipality in the Eastern Cape Province, of South Africa (Verma, Chandra and Kumar, 2019) Descriptive, qualitative data was in the form of words that emerged from interviews. The research approach is an interactive methodology that is used to elicit expert opinion. It has three basic unique characteristics: anonymous responses, iteration, and controlled feedback. Decision problems are transformed into a hierarchical structure having multiple levels, goals, criteria and sub- criteria (Leedy & Ormond, 2014:221).

Qualitative researchers are fascinated to accept the implication of individuals that have assembled, and to know precisely how individuals create the logic of

their domain and the skills they have in the domain (Merriam, 2009). Qualitative research methods connect descriptive data, and it permits participants to use their individual transcribed or articulated words concerning the specific matter of interviews and the concerns of answering the questionnaires, this research utilized a qualitative research approach as the strategy to investigate the SCM system challenges in the eThekweni District of the South African Police Service.

3.4 Study Site

The Supply Chain Management of the South African Police Service at the eThekweni District was selected as the study site out of 42 stations under the District; 10 stations were selected to be the part of the study within the Province. The study site was selected due to accessibility (distance - it within the space of the researcher as she is employed by the Department, availability of participants in the study, easy access to the departmental documents as the secondary data and time factor). The researcher found it difficult to obtain participation from members; initially this was thought to be simple.

3.5 Population

William (2011:185) described the population as a totality of individuals in a particular community who create the knowledge and information for assessment. The researcher obtained a sample from the population of persons from the SCM department as a representation.

Sampling starts exactly by defining the target population. A population must be defined in terms of the element, geographical boundaries, and time. Narrowing the study problem, correspondingly creates the necessity to choose precisely and undoubtedly who forms part of study population and this permits the selection with the specified accumulation of research components. Target population refers to the people or objects the researcher requires to generalize the results of the research (Mug, Kahuthia and Kinua, 2019: 141).

3.6 Exclusion Criteria

Patino and Ferreira (2018) stated the exclusion criteria refer to the target population of potential study participants who do not meet all the requirements to participate in the study. The South African Police Service participants chosen from 10-Police stations within the eThekweni District out of 42-Police Stations were strictly from the sub-component, Supply Chain Management and met the criteria for this study.

3.7 Validity and Reliability

According to Middleton (2019), validity and reliability are used to measure the quality of research. Validity can only be used to measure the consistency of the research, while reliability can be used to measure the accuracy of the research. A study by Surucu and Maslakci (2020) revealed that although these concepts are closely related, they express different properties of the measurement instrument, further stressing that measuring instruments must meet these two concepts to interpret quality research findings.

3.8 Anonymity and Confidentiality

Njogu (2019) highlighted that confidentiality is the act of keeping respondents' personal information secret from the public sector employees. To ensure anonymity throughout the entire study, the researcher safeguarded against disclosure of identifiable information about participants and protected their identity by neither publishing their names, nor revealing personal details when compiling the report. Confidentiality and anonymity were clarified in the letter of information; therefore, participants had a right to participate or refuse participating in the study. On the other hand, confidentiality entails extricating or amending any personal and identifying information provided by participants, with the intention to protect their information from any third parties (Allen 2017). In this study, the procedural ethics approval to conduct the study was obtained

from the institution (DUT). During the discussion with the participants loyalty was built throughout the survey. After data was collected, it was ensured that information about respondents was removed to ensure confidentiality.

3.9 Sampling

The notion behind sampling theory is that a relatively small set of observations can give an idea of what can be expected in the total population of the intended study (Stangor, 2015:112). Both quantitative and qualitative researchers employ sampling techniques and there are many similarities regarding sampling between paradigms. According to Bougie and Sekaran, (2021), a sample is a subset of the population. Scientific research requires a scientific method to select research participants in the study, Palinkas *et al.* (2015:03) posit that sampling involves identifying and selecting individuals or group of individuals that have knowledge about a phenomenon of interest. Availability and willingness to participate in a study are also considered an important aspect when obtaining a sample from a population. A sample must somehow represent the population to such an extent that every single component tested represents the features for the well-known quantity of components from the entire population (Gravetter *et al.*, 2009:64). Sampling for qualitative research is as important as for quantitative research. Purposive sampling is one technique that is often employed in in qualitative investigation (Bougie and Sekaran, 2021).

3.10 Sampling Size

The samples method involves a representative selection of the population so that the data collected can be used to generate information. The sample should be representative of the population. All disciplines conduct research using sampling of the population as a method, and the definition is standard across these disciplines. A sample is a subgroup of the population it has also been described as a representative taste of the group. Sewraj (2020) affirmed that sampling size refers to the number of sample units selected for which data

will be collected; too small a sample yields unreliable results, while a large sample demand more sources.

The researcher prepared interviews to the sub-component of Supply Chain Management in the South African Police Service. Out of 42 Police stations at the eThekweni District, the researcher selected ten (10) Police stations and the SCMs of these selected stations. The researcher requested to participants from each station to participate in the study. In some of the police stations two members participated whilst in the other there was one member or none in some stations.

3.11 Sampling Strategy

Bougie and Sekuran (2021) applaud that while sampling helps to estimate population parameters, there may be identified subgroups of elements within the population that may be expected to have different parameters on the variable of interest of the researcher. The extent, quality and intensity of training desired by middle-level managers, lower-level managers, first line supervisors, computer analysts, clerical workers and so on will be different for each group. Knowledge of the different kind of needs exist for the different group will help the director to develop useful and meaningful training programme for each group of the organization. Data will, therefore, must be collected in a manner that will help the assessment of needs at each sub-group level in the population, analysis will then be at the group level and the stratified random sampling process will come in handy. The population is first divided into mutually exclusive groups that are relevant, appropriate and meaningful in the context of the study.

According to Douche, Stardom & Rustenburg (2021), it was suggested that the first, probability sampling is based on randomisation. As stated earlier the quantitative paradigm relies more on probability sampling techniques and that non-probability techniques can also be used, but in the qualitative paradigm the focus is on non-probability sampling techniques. It all has to do with

knowing or not knowing the population for which the study is planned. In general probability or random sample is one in which each person in the population has the same known probability to be representatively selected which permits the accurate computation of the sample even before the study is done.

Or the purpose of this study, the researcher confirmed the use of non-probability sampling precisely because it does not promote randomisation. In the the context of the current qualitative study on the efficient implementation of SCM system challenges in the eThekwini District of the South African Police Service, the ideal sampling techniques non-probability sampling. The non-probability sampling utilised was the purposive sampling strategy for the recruitment of the participants on their exceptional proficiency in the relevant disciplines.

3.12 Data collection methods

According to Gupta *et al.* (2019:12), qualitative research methods enable the assembling of exhaustive information. Saunders *et al.* (2009:213) claim that the non-probability sampling approach utilises non-random sampling in choosing a certain portion of the population units. Non-probability characteristics are picked out of the population in fractional units that are carefully selected, and the elements of the population do not have an equal chance of participating in the research. The non-probability sampling process exists in qualitative research.

The researcher used the non-probability purposive sampling method to select participants at SCMs in the eThekwini District of the South African Police Service for the qualitative interviews. The choice of the purposive sampling method was informed by the researcher's knowledge of the target participants. The intention of this case study perspective is that the study will not be reliant on a particular information gathering technique; this does not suggest any favoured form of information gathering (Yin, 2024:104). Research is multi-

dimensional, and the instruments used for a study has to be consistent and usable. To this study, the interview method, direct observation, and documentation was utilised to obtain empirical data and information.

3.12.1 Interview schedule

This technique is commonly employed in qualitative research. An interview is a suitable method for reviewing intricate or delicate parts since the investigator has the chance to organise the participants prior to the enquiry and explaining questions to the participants personally. During an interview proceeding, there is a likelihood for the researcher to get deep information through inquiring based on the interview questionnaire. The interview technique involves the researcher engaging in a face to face or over the telephone conversation with the participants, either on a one-on-one basis or a focus group. The questions are posed to all the participants fairly (Saunders, Lewis, Thornhill, 2016:253). The researcher opted for the semi-structured interview approach. The same set of open-ended questions were used for all the research participants to improve and maintain the trustworthiness, validity, and reliability of the interview process.

The interview technique also offers participants the opportunity to present information from their own angle of reference and is dependable information (Braun and Clarke, 2016:48). The interview must take place in the desirable environment and relaxed area that the research participants chose for themselves. The researcher arranged appointments with the participants and agreed on suitable times that did not interfere with their daily work operation.

There are several circumstances whereby surveillance is considered the most suitable technique for information gathering (Kumar 2011:134). In direct observation, the researcher takes field notes on the behaviour and activities of individuals and records activities at the research site (Creswell, 2014). Creswell and Creswell (2018) discussed whether the researcher use an instrument designed for that specific research, modified instrument or an

instrument developed by someone else. For example, if you aim to measure perceptions of stress scale (PSS) you may use this as your stress perceptions instrument in your survey design (Cohen, Karmarck and Mermelstein, 1983). Many survey instrument including the PSS, can be acquired and used for free as long as you cite the original source of the instrument. But in some cases, researchers have made use of their instrument proprietary, as fee for use. Instruments are increasingly being delivered through a multitude of online survey products now available (e.g., Qualtrics; Survey Monkey). Although these products can be costly, they can also be quite helpful for accelerating and improving the survey research process. For example, researchers can create their own survey quickly using custom templates and post them on websites or e-mail them to participants to complete. These software programme facilitate data collection into organized spreadsheet for data analysis, reducing data entry errors and accelerating hypothesis testing.

3.13 Data Analysis

Data analysis involves the method of orderly arranging, structuring, and creating meaning of substantial amounts of data collected (Schleicher *et al.*, 2005):333). Mouton (2011:109) further differentiates amongst analysis of qualitative data as an examination of various kinds of descriptive information as kept in audio and video recordings, including supplementary forms and analysis of quantitative data as the examination of data in the form of numbers. Braun and Clarke (2006) argued that thematic analysis should be a foundational method for qualitative analysis as it provides core skills for conducting many other forms of qualitative analysis, The method involves the identification, data analysis, organizing of data, description, and reporting themes contained in the relevant set of data.

Welsh (2002) stated that qualitative data has no homogenous process for data analysis. All qualitative data analysis has been designed to carry out the

tedious administrative task of arranging the data more efficiently and should, therefore, be exploited to its fullest capacity. Welsh (2002) further stated that NVIVO allows researchers to interrogate data at a particular level. NVIVO was used to project the qualitative data and unify and scrutinize non- numerical or unstructured data. The software permits the researcher to categorise and display data, scrutinize relationships in the data; and conduct collective data analysis with connecting, shaping, probing and modelling. Guest *et al.* (2019:13) describe thematic analysis as a process of reading through the textual data and identifying themes in the data presented. This followed the coding of the theme and later interpreting the content and structure of the data. This method involved developing the data collected from the participants at SCMs in the eThekweni District of the SAPS. Qualitative data does not have the standardised procedure for data analysis.

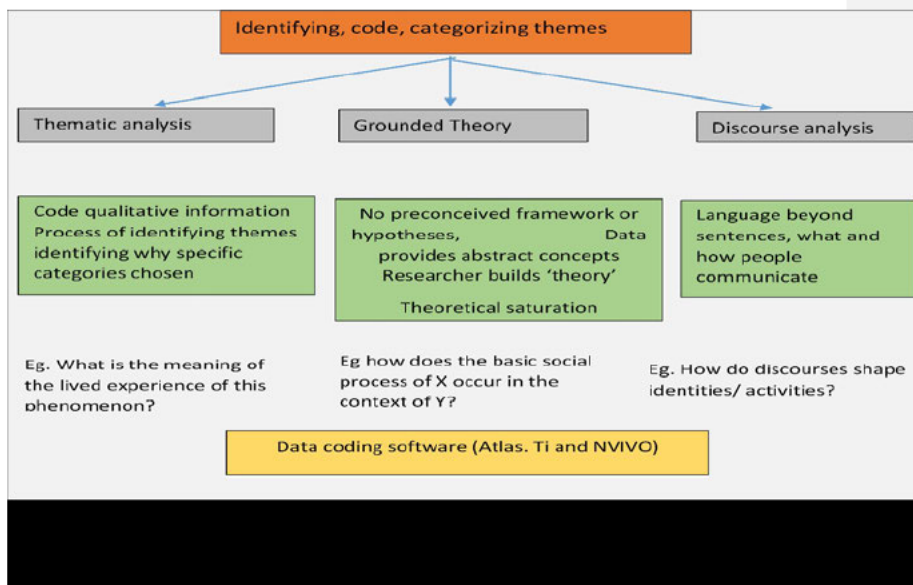


Figure 0.1 The qualitative data analysis process

Source: Batmanabane and Kfourri (2017)

The data analysis process illustrated in Figure 3.1 shows the steps associated with qualitative data analysis. Basically in data collection, the researcher is expected to analyse such data in an orderly manner. According to Wunu and Züfle (2023)), a researcher should identify the type of coding relevant to the study, create a code list and categories themes before testing against new data. Coding marks units of data to the expressive and/ or inferential data, which may be in the form of words, sentences or paragraphs to a specific setting. In qualitative data analysis, coding examines collected data in order to categorise it and give it meaning according to the themes and presents an easier way to establish sequence for further investigations.

The researcher did a lot of reading with the aim of creating a structure of categorising information, identifying main themes and patterns of the study on SCM in the eThekweni District at the SAPS's challenges and prospects. The identified main theme and sub-themes were coded and numbered for the ease of identification and reference. A complete evaluation of the helpfulness and the significance of presented data in the form of themes and sub themes was conducted by the researcher.

3.14 Limitation of the Study

This research used a qualitative research design approach to gather as well as to analyse data. The qualitative research method in most cases utilises a small sample that has been collected from the population or participants and the study focused on SCM systems challenges in the eThekweni District in the SAPS.

The study limitations determine that the researcher comprehends that no research study is accurately premeditated. Subsequently, the researcher's presumptuous statements around generalizing or decisiveness concerning what would be investigated. The study limitation would establish that the investigator understands that no study project is precisely deliberate. Consequently, the researcher did not make disrespectful declarations or simplify what will be a lesson. (Marshall and Rossman, 2011).

The major limitation of this study consists of the following:

- Since study was conducted at the SCM-eThekweni District, in the South African Police Service, the findings of the study cannot be generalised to SCM in the other province SCM and National offices.
- Resources and time constraints may limit the ability of a researcher to conduct further probing to obtain insight about challenges being investigated.
- The sample size might also be limiting factor of the study.

The challenges and constraints were the major concerns at SCM as the research stipulates finding the solution, so it can be implemented to make better changes.

3.15 Conclusion

The research methodology utilised in this study was described in this chapter. It has outlined the steps followed to achieve the specified objectives of the study. The research methodology provided a detailed discussion of the study, especially interims of the methods adopted. A qualitative approach was used to collect, manage, and analyse data. Details on each step of the research design as implemented in this study was presented. This included discussion of the research design, research approach, population, sampling, sampling size, sampling strategy, data collection methods, interview schedule,

observation methods, ethical consideration, data analysis and limitations of the study. The above aspects mentioned gave a clear perspective on the research design utilised to achieve the aim and objectives of this study. The next chapter, Chapter 4, deals with the analysis and discussion of data obtained.

CHAPTER 4

PRESENTATION AND ANALYSIS OF FINDINGS AND DISCUSSION

4.1 Introduction

Supply Chain Management (SCM) is a critical component of any organization, ensuring the efficient flow of goods and services. In the context of the South African Police Service (SAPS), SCM plays a pivotal role in providing essential supplies and services to support its operations. This study explores various facets of SCM within SAPS. Through the lens of participant responses, this research seeks to gain a comprehensive understanding of the challenges and opportunities that exist within the SCM department of the SAPS. The questionnaires were the primary tool used to collect data. Twenty participants were selected but only ten were willing to be interviewed. The researcher employed interviews to gather participants' opinions on ethical conduct and compliance with quality policies, waste reduction, and the overall effectiveness of SCM practices. These interviews were transcribed and then qualitatively analysed with the aid of NVivo 12 software.

4.2 Study themes

Thematic analysis was chosen as the methodology due to its systematic nature, adaptability, and capability to categorize data into meaningful themes and subthemes. The software aided the organization of the coded data into themes and subthemes derived from the interview guide, allowing for a manageable grouping of the data. The analysis process involved making objective comparisons of the data in line with the study's focus. This is in line with Saldaña's (2015) suggestion that a provisional list of codes should be determined in advance to align with the study's conceptual

framework. Consequently, the study's themes were predetermined deductively for data collection and analysis purposes, while the subthemes were identified inductively. Table 4.1 highlights the themes and subthemes.

Table 0.1 Identification of theme and subthemes

Theme	Subtheme
Ethical Code Application in the Supply Chain Management (SCM)	<p>Subtheme 1.1: Fairness in Applying Ethical Conduct</p> <p>Subtheme 1.2: Challenges in the application of ethical codes</p> <p>Subtheme 1.3: Stricter Measures to Avoid Corruption</p>
Fairness and Promotion of Ethical Conduct	<p>Subtheme 2.1: SCM Practices Promote Ethical Conduct</p> <p>Subtheme 2.2: Lack of Awareness and Empowerment</p> <p>Subtheme 2.3: Unfair Practices and Lack of Scrutiny</p>
Suppliers' Compliance with Procurement Documentation	<p>Subtheme 3.1: Full Compliance with Timely Submission</p>

	<p>Subtheme 3.2: Lack of Knowledge and Duplication of Documents</p> <p>Subtheme 3.3: Manipulation and Unethical Practices</p> <p>Subtheme 3.4: Partial Compliance with Specific Documents</p> <p>Subtheme 3.5: Delays and Irrelevant Information</p>
Tax Compliance of Suppliers	<p>Subtheme 4.1: Suppliers Are Tax Compliant</p> <p>Subtheme 4.2: Mixed Compliance with Tax Laws</p> <p>Subtheme 4.3: Lack of Verification and Responsibility</p> <p>Subtheme 4.4: Grace Period for Non-Compliant Suppliers</p>
Support from Management	<p>Subtheme 5.1: Training and Workshops</p> <p>Subtheme 5.2: Ensuring Process Compliance</p> <p>Subtheme 5.3: Employee Well-being and Mental Health</p>

Alignment with SCM Strategy	Subtheme 6.1: Alignment with Approval Process Subtheme 6.2: Lack of Alignment
Use of Information Technology	Subtheme 7.1: Type of information technology use in SCM Subtheme 7.2: Challenges in Communication Platforms
Common Vision	Subtheme 8.1: Employees Share a Common Vision Subtheme 8.2: Lack of a Common Vision
Existence of a Standardized Quality Policy	Subtheme 9.1: Existence of Quality Policy Subtheme 9.2: No Clear Quality Policies
Existence of Common Procedures	Subtheme 10.1: No Common Procedures Subtheme 10.2: Common Feedback Procedures
Waste Reduction Measures	Subtheme 11.1: No Measures Taken

	<p>Subtheme 11.2: Waste Reduction Measures Implemented</p> <p>Subtheme 11.3: Budget Management for Waste Reduction</p>
Procurement process at SCM	<p>Subtheme 12.1: Lengthy Procurement Processing Time</p> <p>Subtheme 12.2: Supplier Explanation and Risk Communication</p> <p>Subtheme 12.3: Complexity of Procurement Process</p>
The role of SCM within the SAPS	<p>Subtheme 13.1: Vitality of SAPS</p> <p>Subtheme 13.2: Improvement and Development Opportunities</p> <p>Subtheme 13.3: Efficiency and Quality Control</p>

The data collected presents and analyses the critical research findings. It will give a detailed reflection on these identified themes. The summary of the theoretical framework and the reviewed literature will be used in discussing the research findings.

4.3 Presentation and Analysis of Findings

This section summarises the presentation and analysis of the main themes and their subthemes as identified from the collected data.

4.3.1 Theme 1: Ethical Code Application in the Supply Chain Management (SCM)

Theory versus practice

In this theme, the participants were asked the following question “How would you describe the application of the code of ethical conduct on employees and suppliers in the SCM department?” From their response, the following was uncovered and categorised as subthemes.

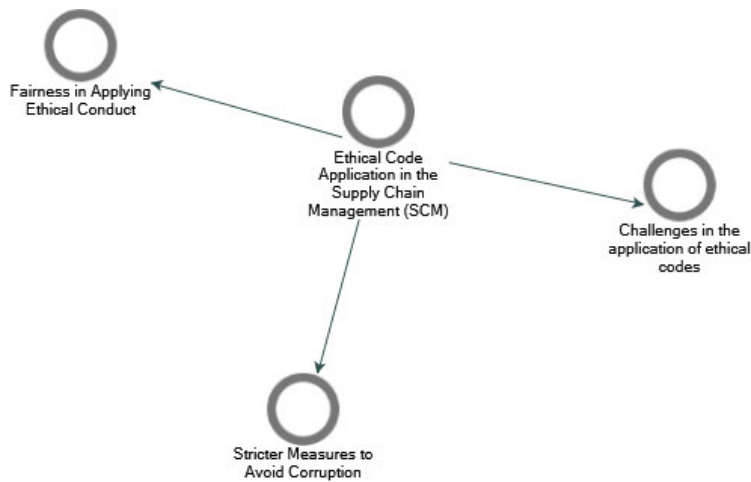


Figure 0.1: Ethical Code Application in the Supply Chain Management (SCM)

4.3.2 Subtheme 1.1: Fairness in Applying Ethical Conduct

From the responses, it was uncovered that both employees and suppliers are treated fairly in terms of ethical conduct within the SCM department.

"I believe with both employees and suppliers; the ethical conduct is treated with fairness." (Participant 1)

Participant 2 notes that ethical codes are applied in SCM due to their sensitivity, mainly to protect employees and to ensure transparency with suppliers.

"Ethical code on employees is applied as SCM is sensitive..." (Participant 2)

As such, Participant 2 stressed the importance of suppliers knowing about the ethical code. In the participant's own words, suppliers need to have a clear understanding of SCM processes.

"It is vital for suppliers to know what is really happening with SCM." (Participant 2)

It is evident from the responses of participants that their responses are incomplete as they do not show much knowledge as the prescripts defines. This confirms the lack of knowledge of what the employer is expected of department personnel who need to excel as it is the core of the organisation.

When deployed to the department especially that is sensitive like the SCM, it crucial to be eminent as it is a discipline where you cannot be tempted by any situations that will lead to the risky situations of temptations whilst working with supplier, especially, in the Bidding process e.g. bid-for cleaning material contracts. All applicants are expected to get the Bid but unfortunately only one will be approved. Speaking about the only one must take the Bid, there are

many uncomplicated ways suppliers may attempt to bribe employees. Obviously, ethics is vital, and the member needs to be honest, transparent, and accountable. Not all employees have forgotten their ethics or do not understand the ethics of SCM, but it happens, and it is the norm. The researcher aims to make three main contributions to the research field. First by focusing on the anti-corruption measures, light is shared on the extent to which evidence has been generated on their use and effectiveness.

4.3.3 Subtheme 1.2: Challenges in the application of ethical codes

Some of the participants hinted that there are challenges faced by both employees and suppliers in the application of ethical codes in SCM, including communication and supplier behaviour.

"For SCM employees, we encounter difficulties in performing our duty..." (Participant 2)

"The behaviour between SCM employees and suppliers comes with a lot of challenges..." (Participant 4).

4.3.4 Subtheme 1.3: Stricter Measures to Avoid Corruption

Participant 5 revealed that stricter measures are implemented to prevent corruption and collusion among SCM practitioners and suppliers.

"The code of conduct for ethics is being applied in the SCM Department correctly for SCM Practitioners and Suppliers stricter measures are being applied constantly to avoid corruption..." (Participant 5).

In terms of SCM employees, Participant 7 mentioned that transparency is expected from SCM employees, and they are bound by procedures and ethical guidelines.

"Employees are to be transparent at all times..." (Participant 7).

According to Participant 8, SCM employees need to maintain integrity and avoid temptations for self-enrichment.

"Supply chain management should ensure that they perform their duties efficiently and with integrity..." (Participant 8).

It was also uncovered that SCM officials are required to formally commit to adhering to the code of conduct, and this commitment is documented.

"All SCM officials are compelled to formally sign the code of conduct with an undertaking..." (Participant 10).

For the suppliers, Participant 9 stressed that suppliers are required to meet specific registration and compliance criteria.

"Suppliers need to be registered on polfin system and CSD. And be tax compliant and verification succeed..." (Participant 9).

The employees when performing duties, since it is the supply chain Management Department, teamwork should always be implemented with good ethical behaviour that will reduce the risk of temptations when members are working together. However, some choose the tasks and refrain to do procurement tasks whilst others refrain from fleet tasks, yet all these tasks involve procuring services.

4.4 Theme 2: Fairness and Promotion of Ethical Conduct

The theme and subthemes relate to whether Supply Chain Management (SCM) practices are fair enough to promote ethical conduct among employees and suppliers. To elicit a response from the participants, they were asked the following question "Would you say SCM practices are fair enough to promote ethical conduct among employees and suppliers?"

The fairness and ethical conduct in supply chain management is not only a moral imperative but also a strategic organisation decision. Organisations that prioritised these principles are more likely to build long-lasting relationship, reduce risk and gain the trust mostly from the employees and suppliers as well. Additionally, they can enhance their SCM department's reputation and contribute to trust. Ethical conduct and promotion are principles that underpin equitability in the organisation and goes hand in hand in creating an excellent SCM code of ethics. Participant 8 adopted very well to this analysis and stated that "It is not fair at all because all these SCM farces do not subject employees to lifestyle audits..."

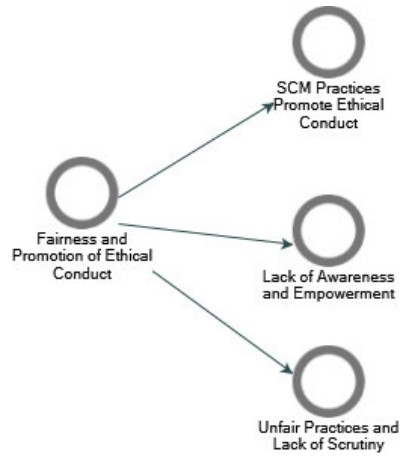


Figure 0.2: Fairness and Promotion of Ethical Conduct

4.4.1 Subtheme 2.1: SCM Practices Promote Ethical Conduct

Some participants believe that SCM practices are fair and promote ethical conduct by ensuring superior performance and compliance with national regulations.

*"Yes. To keep good performance and quality of ethical conducts."
(Participant 1)*

"Yes, I would say SCM practices are fair enough on the basis that suppliers are given a chance to indulge with the organisation employees will have to comply with the National Treasury..." (Participant 7).

"Yes." (Participant 9)

4.4.2 Subtheme 2.2: Lack of Awareness and Empowerment

From the responses, some participants argue that a lack of awareness and empowerment among SCM employees hinders the application of ethics due to a lack of knowledge about SCM processes.

"No, they are not SCM employees are not aware or informed well with the daily changes of SCM. So being SCM employee is not easy to apply ethics due to knowledge." (Participant 2).

"I believe the members need to be empowered regarding the process of allocations..." (Participant 4).

4.4.3 Subtheme 2.3: Unfair Practices and Lack of Scrutiny

Others express concerns that unfair practices, such as the lack of lifestyle audits and scrutiny, make SCM practices inadequate for promoting ethical conduct among employees and suppliers. For example, Participant 8 attributes the lack of fairness to the fact that the SCM farces do not subject employees to lifestyle audits.

"It is not fair at all because all these SCM farces do not subject employees to lifestyle audits..." (Participant 8).

Participant 10 thinks that SCM practices are not fair enough to promote ethical conduct among SCM suppliers and practitioners.

"No, SCM practices are not fair enough to promote ethical conduct among SCM practitioners and suppliers." (Participant 10).

From the above theme, one could easily draw out that the responses are divided on whether SCM practices are fair enough to promote ethical conduct. Some participants believe that SCM practices are fair and contribute to ethical behaviour, while others highlight issues such as lack of awareness,

empowerment, and scrutiny as barriers to promoting ethical conduct in SCM. These perspectives emphasize the importance of improving transparency and awareness within the SCM department to enhance ethical conduct.

Supply chain management has a direct impact on ethical conduct by influencing supplier choices, setting standards and ensuring transparency. Lack of awareness can be achieved through integrity and ongoing training. It can also be mitigated through fair trade initiatives and audits. Moreover, the regulators such as suppliers, can incentivize and prioritise the organisation, therefore participants 2 and 10 agreed with my analysis.

4.5 Theme 3: Suppliers' Compliance with Procurement Documentation

This theme and subthemes are related to the extent to which suppliers comply with the submission of required procurement lawful documentation. To elicit conversation and responses from the participants, they were asked the following question "To what extent do suppliers comply with the submission of required procurement lawful documentation?"

Supply chain management involves coordination that ensures the efficient flow of goods and services. The critical aspect of SCM is ensuring supplier's compliance with procurement documentation. Ensuring suppliers comply with procurement documentation, includes environmental regulations, safety standards and certification. Curate documentation and compliance can help cost control. The procurement documentation helps mitigate risk in SCM. This is the critical element of the Department. It impacts quality, cost, risk and efficiency. The organisation must have robust processes, communication and technology to monitor and enforce compliance effectively.

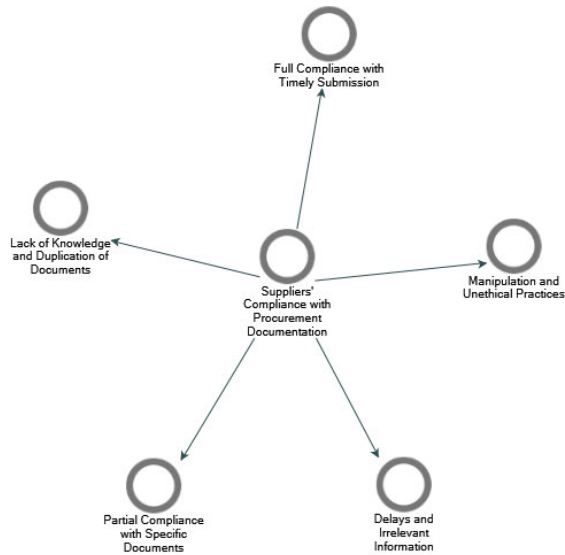


Figure 0.3: Suppliers' Compliance with Procurement Documentation

4.5.1 Subtheme 3.1: Full Compliance with Timely Submission

From the response it was evident that some participants indicated that suppliers fully comply with the required procurement documents and submit them in a timely manner.

*"They comply with every document within the given time and date."
(Participant 1)*

*"Suppliers comply fully with the required lawful Procurement Documentation."
(Participant 5)*

4.5.2 Subtheme 3.2: Lack of Knowledge and Duplication of Documents

Participants point out that some suppliers face challenges due to a lack of knowledge about SCM processes, resulting in delays and the submission of irrelevant information. They also mention duplication of documents.

"For suppliers to comply with the required documents as they do not have enough knowledge of what is happening at SCM..." (Participant 2).

"The suppliers are so delayed when completing documentation since most of them give irrelevant information..." (Participant 4).

4.5.3 Subtheme 3.3: Manipulation and Unethical Practices

One of the participants suggests that suppliers may sometimes manipulate the system, and employees at the station level with unethical practices, such as certifying supporting documents without seeing the originals.

"To a fair extent, by times suppliers can manipulate the system..." (Participant 7).

4.5.4 Subtheme 3.4: Partial Compliance with Specific Documents

Participant 9 mentions specific procurement documents that suppliers comply with.

"By submitting PQA form, SBD4, SBD6.1, and SBD 6.2." (Participant 9).

4.5.5 Subtheme 3.5: Delays and Irrelevant Information

Delays in completing documentation and submitting irrelevant information are highlighted as issues by Participant 10.

"The suppliers delayed when they are completing documentation and delayed submitting because they submit irrelevant information..."
(Participant 10).

In summary, the responses from this theme vary in terms of the extent to which suppliers comply with the submission of required procurement documentation. While some participants believe that suppliers fully comply, others raise concerns about delays, lack of knowledge, duplication of documents, and unethical practices. The responses highlight the importance of improving supplier education and awareness regarding procurement processes and ensuring timely and relevant documentation submission.

The participant clarified that in supply chain management, suppliers must ensure full compliance and timely submission of documents and information is crucial in procurement. This means that all necessary paperwork must be submitted on time to maintain efficiency and integrity of SCM. Failure to do so can result in delay, disruptions, and increased cost. Only two participants understood this questionnaire well or should I say other participants do not have knowledge of this task. The adherence to critical documents, and efforts to minimize delays and irrelevant information are vital aspects for the success and sustainability of any supply chain operation.

4.6 Theme 4: Tax Compliance of Suppliers

This theme and subthemes explore the views of the participants related to the tax compliance of suppliers in the Supply Chain Management (SCM)

department. The following questions were asked “Are the suppliers in the SCM department tax compliant?”

Tax compliance and supplier management are closely intertwined in supply chain management. Proper tax planning and adherence to regulations not only ensures legal compliance but also contributes to the overall efficiency, financial stability, and ethical standing of the organisation’s supply chain. Supply chain managers must consider the tax-related factor when making strategic decisions about suppliers and continuously monitor the organisation tax compliance to mitigate risk,

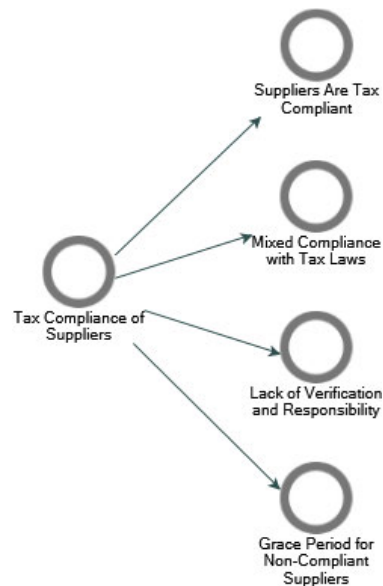


Figure 0.4: Tax Compliance of Suppliers

4.6.1 Subtheme 4.1: Suppliers Are Tax Compliant

From the responses analysed, several participants believe that suppliers in the SCM department are tax-compliant, and there are laws and systems in place to ensure tax compliance.

"Yes." (Participant 1)

"Suppliers are tax compliant, there is a strict law in place that requires every supplier to be tax compliant before the awarding of any bid." (Participant 5).

"Yes." (Participant 9).

"Most of the suppliers are tax compliant since they are registered with CSD." (Participant 10).

4.6.2 Subtheme 4.2: Mixed Compliance with Tax Laws

However, some of the participants expressed mixed views on the compliance status. Some participants suggest that while there are tax compliance laws and procedures, not all suppliers are consistently tax compliant, and there may be instances where suppliers are given a grace period to rectify their tax status.

"Yes and No. According to law, the supplier is not tax compliant, he/she is given seven days to liaise with the SARS department, but most of the suppliers are compliant." (Participant 2).

"Most of them are not, and this is due to the fact that if they don't get work for a long period of time, they feel it unnecessary to do it." (Participant 8).

4.6.3 Subtheme 4.3: Lack of Verification and Responsibility

Participant 7 raises concerns about the lack of verification of tax clearance status and suggests that it becomes the responsibility of employees to ensure supplier compliance in some cases.

"The SCM Department does not verify the tax clearance certificate on the CSD Reports..." (Participant 7).

4.6.4 Subtheme 4.4: Grace Period for Non-Compliant Suppliers

Given the mixed tax compliance status by some of the suppliers, participants mentioned the possibility of granting a grace period to non-compliant suppliers to rectify their tax issues before being considered for procurement.

"Most of the suppliers are so delayed when they are completing documentation since they are registered with CSD, in case a supplier is non-compliant there is need to give a grace period to sort taxes out..." (Participant 4).

"And some suppliers are not tax compliant then they expect to get grace to go and sort out yet there is a turnaround time to submit." (Participant 10).

Overall, the above responses indicate that the tax compliance of suppliers in the SCM department varies. While some believe that most suppliers are tax-compliant due to legal requirements and registration with the Central Supplier Database (CSD), others note instances of non-compliance and the need for grace periods to resolve tax issues. Additionally, concerns are raised about the verification process and employee responsibility in ensuring compliance.

In supply chains, having tax compliant suppliers is essential for any organisation. It ensures that suppliers meet their tax obligations reducing legal and financial risks for the organisation. Mixed compliance among suppliers suggests the regulations that are uniform or not clear. It creates challenges in ensuring all suppliers adhere to tax requirement consistently. If there is a lack of verification and responsibility it could lead to non-suppliers being unnoticed. Therefore, improving verification processes, and managing grace periods effectively are crucial for maintaining a tax-compliant and legally sound SCM. According to participant 2 the following should also be undertaken

" ... implementing report system, adopting accounting and auditing standards, implement noting system of risk management and internal control."

4.7 Theme 5: Support from Management

This theme explores the views of the participants on questions related to the forms of support that Management provides for employees in the Supply Chain Management (SCM) department. The following question was asked to elicit conversation and responses from the participants "What forms of support does the Management provide for employees in the SCM department?"

Participants stated that the management support ensures that the SAPS has adequate resources for its supply chain operations. This includes a budget allocation for procurement, logistics, and inventory management. Without management support, these critical functions may be underfunded, leading to inefficiencies. Management support is essential for the development of a comprehensive supply chain strategy. This involves settings clear objectives, identifying key performance indicators, and aligning supply chain activities with SAPS overall goals. Without management backing, it can be challenging to develop and execute a coherent strategy. It also ensures risk management and adherence ethical standards (Simpson et al., 2015). The management discipline must be positioned to offer actionable insight, as researchers in the field typically maintain close ties with the South African Police Service

regarding the challenges that they face, and commonly leverage public sector contacts.

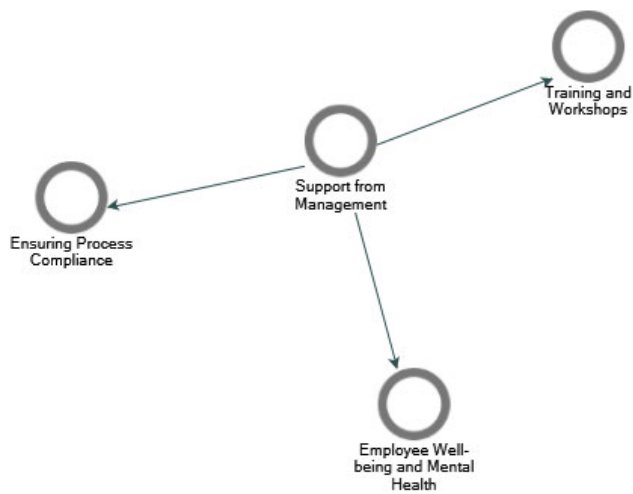


Figure 0.5: Support from Management

4.7.1 Subtheme 4.1: Training and Workshops

From the responses gathered, some participants mentioned that management offers support through training, workshops, and courses for employees to enhance their skills and knowledge.

*"There are workshops and courses that are provided to members."
(Participant 1).*

"The management provides with courses and workshops for employees..." (Participant 2)

However, Participant 2 raises the issue of course delays, which can affect employees' ability to perform their duties effectively.

"Sometimes the courses are late..." (Participant 2).

Despite the mention of training and workshops by some of the participants, others felt that the SCM lacked support and training. Particularly, participants 8 and 9 expressed dissatisfaction with the lack of support and training, with one participant suggesting that Management lacks understanding of the SCM process.

"There is no support, the flow of information is only centred ..."
(Participant 9).

"No support, instead the management is always in need and doesn't understand the process and puts you under pressure." (Participant 9).

4.7.2 Subtheme: Ensuring Process Compliance

Participants 4 and 5 highlight Management's role in ensuring that employees follow the necessary processes and procedures in SCM.

"By making sure that all components are submitting their demand letters in time..." (Participant 4).

"Management offers support by ensuring that necessary processes are followed..." (Participant 5).

4.7.3 Subtheme: Employee Well-being and Mental Health

Employee well-being and mental health support is another support structure provided by the management. Participant 5 emphasized the importance of management checking and supporting the well-being and mental health of SCM practitioners.

"Management offers support by ensuring... SCM practitioner's well-being and mental health is checked..."(Participant 5).

Overall, the above responses indicate that Management in the SCM department provides support to employees through training, workshops, process compliance, and consideration of employee well-being. However, some participants mentioned challenges such as delays in courses and a perceived lack of support and understanding from Management. Improving training timeliness and addressing employees' concerns may be areas for improvement in supporting SCM practitioners.

Supply chain management refers to the efficient planning, control and monitoring of the processes and activities involved in the flow of goods and services, information, and finances of suppliers. It encompasses various stages, including procurement, logistics and inventory. It is crucial for SAPS to meet demand, reduce costs, employees acquire new skills, knowledge and are competitive. The programmes can educate employees about supply chain processes, compliance requirements and include components addressing their well-being and mental health. This hostile approach ensures that employees are not only technically competent but also physically and mentally prepared to perform their roles effectively.

4.8 Theme 6: Alignment with SCM Strategy

This theme explores the question related to whether the product strategies, supply, and distribution are aligned with the Supply Chain Management (SCM) strategy. The following questions was asked “Are the product strategies, supply, and distribution aligned with the SCM strategy?”

Aligning supply chain management with the organisation’s strategy, like the South African Police Service (SAPS), is crucial for efficient operations. Cost efficiency in the SAPS should aim to minimise costs in the supply chain while maintaining quality optimizing procurement, distribution, and inventory management processes. Regular reviews and adjusting the supply chain strategy of the SAPS should be the objective. It is particularly important to note that SAPS, as a law enforcement agency, has unique supply chain challenges. Supply chains need to align with risk management strategies and should account for geopolitical risk, natural disasters, or supply disruptions. Alignment with strategy in supply chain management involves tailoring all aspects of the supply chain, from sourcing to the distributing goals of the organisation.

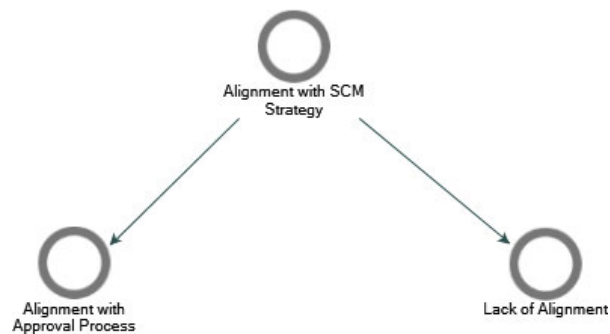


Figure 0.6: Alignment with SCM Strategy

4.8.1 Subtheme 6.1: Alignment with Approval Process

Participant 2 suggests that the approval process is aligned with the SCM strategy, and there are no approvals that deviate from it.

*"Yes, because for approval we need to do things accordingly."
(Participant 2).*

*"There is no approval which doesn't align with SCM strategy."
(Participant 2)*

Participant 5 points out that the SCM strategy aligns with National Instruction 6 of 2018, which mandates the presence of a demand plan for alignment in purchases and distribution.

"Yes, they are aligned with the SCM strategy, National Instruction 6 of 2018 required each SCM office to have a demand plan to which purchases, and distribution are aligned too." (Participant 5).

From the above narratives, one could draw out that the SCM aligned with national instructions. This is also reiterated by Participant 4 who highlights that SCM encompasses all activities related to turning raw materials into finished goods and aligns with the goals of improving efficiency, quality, productivity, and customer satisfaction.

"Yes, SCM includes all activities that turn raw material into finished goods and put them into suppliers such as sourcing..." (Participant 4).

To my understanding, when supply chain management aligns with approval workflows, it streamlines operations. Approval can be automated for routine tasks such as line purchase requisitions, reducing delays and manual interventions. This efficiency minimises lead times and ensures timely deliveries. Approval processes help ensure compliance with internal policies, industry regulations, and legal requirements. Integrating these into the supply chain helps prevent costly errors, such as unauthorized purchases, and maintains a transparent audit trail. Participants 5 agreed with my analysis.

4.8.2 Subtheme 6.2: Lack of Alignment

Contrary to the above positions, some of the participants pointed out the lack of alignment of the SCM strategy. They attributed their views to poor quality and infrastructure, emphasis on cost over quality, etc. These are further detailed below.

- Poor Quality and Infrastructure

Participant 7 expressed concerns about poor-quality services and infrastructure, suggesting a lack of alignment with the SCM strategy.

"No, the strategies are not aligned with the SCM strategy. Services that are rendered by external sources are of poor quality..." (Participant 7).

- Emphasis on Cost Over Quality

Participant 8 criticizes the lack of a product strategy and emphasizes that cost considerations often take precedence over product quality.

"There is no product strategy, they go with cheapest, poor quality at all considered..." (Participant 8).

- Challenges in Supply and Services

Participant 10 highlights challenges in the supply and services that may not align with SCM orders and create difficulties in payment processes.

"Supplying in goods and services are not always in good conditions as per the order which makes difficult with the delays and the process of finalizing payments." (Participant 10).

In summary, the above responses indicate mixed perceptions regarding the alignment of product strategies, supply, and distribution with the SCM strategy. While some participants see alignment with approval processes, National Instructions, and the broader goals of SCM, others express concerns about mediocre quality, cost-centric approaches, and challenges in supply and services. The alignment of these elements with the SCM strategy appears to be a point of contention and needs potential improvement within the SCM department.

Without proper alignment, resources such as personnel, vehicles and equipment may not be disturbed optimally leading to inefficiencies in the supply chain. Non-alignment can result in higher operating costs due to excess inventory, emergency, or expedited shipping, all of which can strain the budget. When supply chain processes are not aligned, it can lead to delays in obtaining critical supplies or equipment potentially impacting SAPS aptitude to respond to emergencies. Non-alignment can lead to discrepancies in data, making it difficult to track inventory levels accurately, monitor supplier performance, or predict future needs according to Participant-8.

4.9 Theme 7: Use of Information Technology

This theme seeks to answer the question related to the use of information technology to increase the efficiency of communication in the Supply Chain

Management (SCM) department. The following question was asked to elicit responses “How would you describe the use of information technology to increase the efficiency of communication in the SCM department?”

IT systems, often integrated with Enterprise Resource Planning (ERP) software like SAP, enable real-time tracking of inventory levels. This help SAPS manage their stock of equipment, uniforms, and other resource efficiency. Data analytic machine learning can be used to predict demand for various supplies and resources, allowing for resources utilization and reduced operational costs. Information technology allows SAPS to track the movement of goods and assets in real time. This ensures better visibility into the supply chain and reduces the risk of theft or loss and enhances overall security. IT systems enable SAPS to manage their relationships with suppliers more affectively. This includes vendor performance monitoring, automated ordering, and electronic communication for procurement.

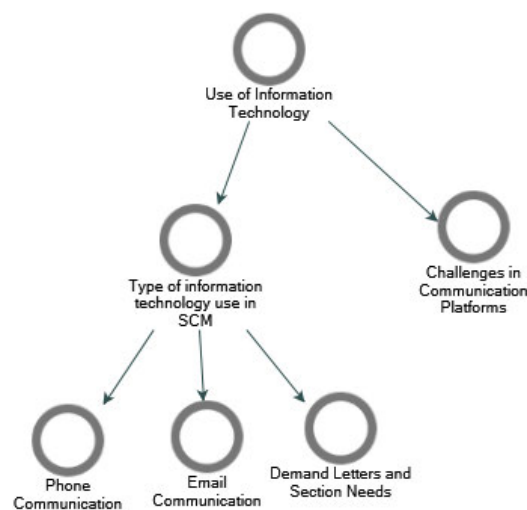


Figure 0.7: Use of Information Technology

4.9.1 Subtheme 7.1: Type of information technology use in SCM

- Phone Communication

Participants 1 and 2 mentioned the use of phone communication to enhance work efficiency and to seek assistance.

"We phone other stations to improve the work efficiency." (Participant 1)

"I do communicate with other members from other stations for example if I don't understand some tasks, I do make calls and ask for assistance." (Participant 2)

- Email Communication

Participant 4 highlights the use of e-mail and telephone communication in the SCM department.

"By using communication via e-mails and telephone." (Participant 4)

- Demand Letters and Section Needs

Participant 9 mentions the use of demand letters aligned with section needs as a communication method.

"By submitting a demand letter according to the section needs." (Participant 9)

According to my understanding, inventory management can help, SAPS manage and track their inventory efficiently. It allows for real-time monitoring

of stock levels, automatic reorder points, and optimized inventory turnover. Procurement can be used for procurement processes, including supplier management, purchase orders and invoice processing. It can help SAPS ensure timely and cost-effective acquisition of goods and services. Logistics transformation can optimize the routing and scheduling of goods and managing delivery schedules. Demand Planning, data analytic capabilities can be employed to forecast demand trends, helping SAPS allocate resources and inventory accordingly. Data Analytics, so called business intelligent tools can be used to analyse SCM tools, providing insights into performance, cost, optimization, and areas for improvement. It important to note that the specific IT system and technologies used in SAPS SCM can evolve over time to meet changing needs and technological advancement.

4.9.2 Subtheme 7.2: Challenges in Communication Platforms

Participants 7 and 8 express dissatisfactions with the communication platforms, citing challenges in accessibility, reliability, and standards.

"The communication platform is very poor, stations from disadvantaged places cannot access certain things on the system..." (Participant 7).

"Very poor, the proper freehand technology. No, it is not in good standards, poor service..." (Participant 8).

The above is further supported by the views of Participant 5 who emphasized the need for technology upgrades to keep up with changing times and improve efficiency in communication.

"Information technology for communication use in the SAPS needs to be upgraded to match the changing times and keep in line with the latest technology trend and ways of doing business to become more efficient." (Participant 5).

Similarly, Participant 10 suggests that technology in SAPS needs improvement, with limited use of computer profiles due to network issues.

"Technology in SAPS needs to be improved, most of the computer profiles are down because of the network. Only emails and telephones and also cell phones are in use." (Participant 10).

The above responses reflect a mixed assessment of the use of information technology for communication in the SCM department. While some participants highlight phone and email communication, others express dissatisfaction with the existing technology platforms, emphasizing the need for upgrades and improved standards to enhance communication efficiency. Communication challenges, especially in disadvantaged areas, are also noted by some participants.

Limited infrastructure, in many areas of South Africa, especially in rural remote regions, results in limited access to reliable internet and communication infrastructure. This can hinder the effective use of digital communication platform SCM. Security concerns ensuring the security of sensitive SCM information, such as procurement details and supplier contacts, is a significant challenge. Data breaches and cyberattacks are a constant threat, which compromises the integrity of the community platforms. To safeguard Integrity issues, SAPS may use multiple software system for various SCM functions, such as procurement, inventory management, and logistics. Integrating these systems and ensuring they communicate effectively can be complex and expensive. Budget constraints can restrict the implementation of advanced communication platforms and the necessary training for personnel to use them effectively. This can lead to outdated technology and inefficient communication processes.

4.10 Theme 8: Common Vision

This theme explores the question related to whether employees have a common vision for Supply Chain Management (SCM). To elicit a response, the following question was asked: “Do the employees have a common vision for Supply Chain Management?”

NO, employees do not have a common vision for supply chain management because employees do not understand the objectives of supply chain management in a comparable way. Confirming that employees for different stations do not undertake their SCM duties in the same way, yet rules and procedures and SCM ethics are implemented for all the stations of the organisation. The reason lies in SCM Management, which impact on procedures not being followed properly. A shared vision ensures that everyone understands the overall purpose of SCM within the SAPS. This alignment can help in resource allocation and strategic planning. Common vision fosters better communication.

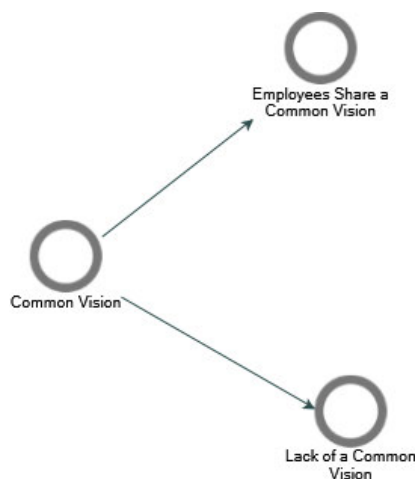


Figure 0.8: Common Vision

4.10.1 Subtheme 8.1: Employees Share a Common Vision

Some participants believe that employees in the SCM department share a common vision focused on improving efficiency, quality, cost management, and optimizing delivery.

"Yes." (Participant 1)

"Yes, the primary goal is to improve efficiency, quality, minimizing costs, optimizing delivery and distribution and providing the best possible experience to the employees and suppliers." (Participant 4).

"Yes, there is a common vision." (Participant 7).

4.10.2 Subtheme 8.2: Lack of a Common Vision

However, several participants expressed the view that there is a lack of a common vision among employees in SCM due to factors such as a lack of understanding, impatience, and variation in SCM practices across stations.

"No, employees do not share the same common vision for SCM, the reason for this is that you will never find two stations who do SCM in the same service, which indicates that the vision for SCM is not the same." (Participant 5).

"No common vision at all." (Participant 8).

"No." (Participant 9).

"Employees do not have a common vision with SCM..." (Participant 10).

The reason given for this is that there is a lack of understanding and patience. These are illuminated in the following:

"No, outside SCM employees don't understand the procedure, they are impatient..." (Participant 2).

In summary, one could draw out that the responses to this theme are divided on whether employees have a common vision for Supply Chain Management (SCM). Some participants believe in the existence of a shared vision focused on efficiency and quality, while others highlight challenges such as a lack of understanding and impatience among employees, which they believe hinder the development of a common vision for SCM.

When employees in SCM share a common vision, they are more likely to work cohesively towards common goals. This can lead to improved efficiency, better decision-making and higher morale. A shared vision ensures that everyone understands the overall purpose of SCM within the SAPS. This alignment can help in resource allocation and strategic planning. Common vision fosters better communication. Employees are more likely to exchange ideas, provide feedback, and collaborate effectively when they have a shared understanding of what they aim to achieve. Without common vision, SCM within SAPS may operate in disarray, with different departments or individuals pursuing their own agendas. This lack of alignment can lead to inefficiencies, such as redundant processes, wasted resources, and delays in procurement or supply chain activities. When there is no common vision, conflicts may arise among employees or departments due to competing priorities or differing interpretation of goals. The lack of a shared vision can expose the SAPS to risk, supply fraud, mismanagement, or compliance issues, as there may be no clear guidelines or oversight. There is a need to develop a clear and compelling vision statement for SCM, emphasizing its importance to achieve the SAPS's overall mission. This vision should be communicated widely and it should be ensured that all employees understand and buy into it.

4.11 Theme 9: Standardized Quality Policy

This theme sought to address the question related to the existence of a standardized quality policy for products and services supplied to the South African Police Service (SAPS) SCM, along with established guidelines. The following subthemes were uncovered:

According to the researcher's understanding the starting point is to examine the policy statement itself. Look for clear and concise language that defines the organization's commitment to quality in supply chain management. Identify the objectives and goals outlined in the policy which should be aligned with the SCM mission and strategic objectives. Evaluate whether these are measurable and achievable. Management must determine the scope of policy that covers all aspect of SCMs in the SAPS. It must be assessed in terms of the policy mentioned, compliance and relevant laws, regulations, and organizational compliance; it is crucial to avoid legal issues and maintain ethical standards. There must also be an evaluation of the policy addressed risk management in Supply Chain. Moreover, an analysis of the policy to promote positive supplier relationship is essential.

4.11.1 Subtheme 9.1: Existence of Quality Policy

A majority of participants believed that there is a standardized quality policy in place for products and services supplied to the SAPS SCM, with references to specific national Instructions that serve as quality policies.

*"Yes, as for SAPS policy we always settle for a less amount quotation."
(Participant 1).*

"Yes, there is as some items of the departments are not found anywhere. There are strict on specific items..." (Participant 2).

"Yes, by ensuring that all processes are consistent and by making sure that there are rules to be followed by the suppliers for the production of goods they develop and maintain the quality." (Participant 4).

"Yes, there is National Instruction 6 of 2018 and National Instruction 9 of 2020 which serves as a quality policy." (Participant 5).

"Yes, there is a standardized quality policy." (Participant 7).

"Yes, there is National Instruction 6 of 2018 and National 9 of 2020 which serve as a quality policy." (Participant 10).

4.11.2 Subtheme 9.2: No Clear Quality Policies

Participants 8 and 9 express concerns about the absence of clear quality policies, particularly when procuring assets, and mention issues with the quality of purchased items.

"No quality policies at all sometimes may buy assets that are inconsistent with these issues that can procure very expensive furniture and equipment but look at the quality it's not good." (Participant 8).

The responses provide mixed perspectives on the existence of a standardized quality policy for products and services supplied to the SAPS SCM. Some participants asserted that there are quality policies in place, citing specific National Instructions as evidence, while others raised concerns about the absence of clear quality policies and issues with the quality of procured assets.

It is contended by the researcher that without clear quality policies, it become challenging to establish accountability for the procurement and supply chain processes within the the SAPS. This can lead to inefficiencies, mismanagement and potential corruption. Inadequate quality policies can result in the misallocation of resources, both in terms of finances and assets.

This will lead to the waste of taxpayer's money, and it will negatively impact the ability of the SAPS to fulfil its mission. Failing to have robust quality policies can expose the SAPS to legal and ethical challenges. It may lead to unfair procurement practices, or even fraud, resulting in damages to the organization's reputation.

4.12 Theme 10: Existence of Common Procedures

This theme addressed the question related to the existence of common procedures to obtain feedback from suppliers who are involved in product supply to the Supply Chain Management (SCM). The participants shared the following views:

The significance typically involves identifying the need for good or services, requesting quotations or tenders, evaluating proposals, and selecting suppliers based on established criteria. The SAPS is likely to have a procurement process to acquire items such as vehicles, uniforms and equipment and maintain an accurate inventory of supplies based on established criteria. Ensuring that all received goods to meet the required quality and safety standards is vital in law enforcement. Procedures for inspecting and verifying quality of equipment would be in place. The managing of budget allocation in procurement and supply chain activities is essential to ensure economic responsibility and accountability. Those involved with applying the supply chain management procedures within the SAPS should be advised to consult official SAPS documentation, reports or reach out directly.

4.12.1 Subtheme 10.1: No Common Procedures

Several participants indicated that there are no common procedures to obtain feedback from suppliers once the transaction is completed.

"No." (Participant 1).

"No once you're done with the suppliers there are no deals afterwards..." (Participant 2).

"No, not at all once the supplier is delivered there will be no feedback unless the product falls to prefer within the time of warranty." (Participant 8).

"No (Participant 9).

4.12.2 Subtheme 10.2: Common Feedback Procedures

Some participants mentioned the existence of common procedures to obtain feedback from suppliers, including telephonic conversations, e-mails, and meetings, and referred to National instructions as the basis for these procedures.

"Yes, by using telephonic conversation and by sending e-mails." (Participant 4).

"There are common procedures to obtain feedback from suppliers namely telephone calls, email or meetings with the supplier." (Participant 5).

"There are common procedures telephone calls, email or meeting with the suppliers." (Participant 10).

Participant 7 revealed the presence of national instructions.

"Yes, there is as per National instructions." (Participant 7).

In summary, the above responses suggest mixed perceptions regarding the existence of common procedures to obtain feedback from suppliers in the SCM department. While some participants mentioned common feedback procedures such as phone calls, e-mails, and meetings, others assert that there are no such procedures once the supplier transaction is completed.

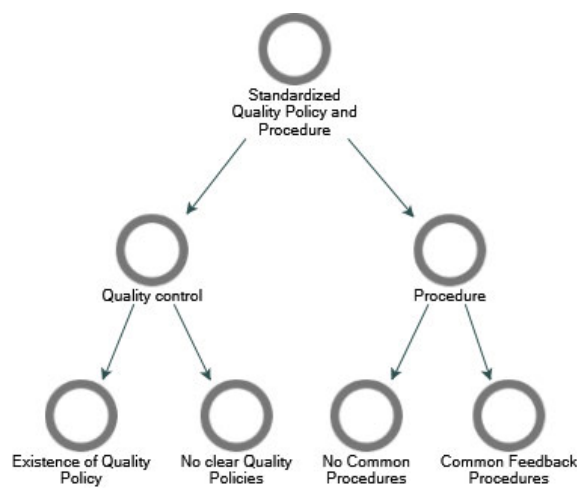


Figure 0.9: Existence of Common Procedures

The SAPS may have procedures in place in collecting feedback from their suppliers. This feedback could pertain to quality of goods and services provided, adherence to delivery schedules and overall supplier performance. Supplier feedback help the SAPS access the reliability of their suppliers and helps to make informed decision about future contracts. This could include feedback on the quality of equipment, the timeliness of deliveries, and any issues or suggestion related to the procurement and distribution of supplies. Feedback procedures should also support a culture of continuous improvement. Scheduled reviews and audits of supply chain processes and

performance can provide structured feedback. These reviews may be conducted internally or by external auditors to ensure compliance and to areas for improvement.

4.13 Theme 11: Waste Reduction Measures

This theme addressed the research question related to measures taken to reduce waste in the Supply Chain Management (SCM) department. From the participant's responses, the following were uncovered:

The implementing of lean principles, such as just-in-time inventory management, could help the SAPS minimize waste by reducing excess inventory and associated carrying costs. This ensures that resources are used efficiently. Building strong relationships can lead to waste reduction. Collaborative efforts with suppliers can include joint inventory planning which minimizes excess stock and reduces waste. The SAPS can optimize their inventory levels through demand forecasting and better inventory control practices. These actions could reduce the risk of absolute or excess inventory. Establishing efficient return and recall processes for defective or surplus equipment would help prevent waste and financial losses. Educating supply chain personnel about waste reduction and sustainability practices can encourage better decision – making and compliance with waste reduction initiatives.

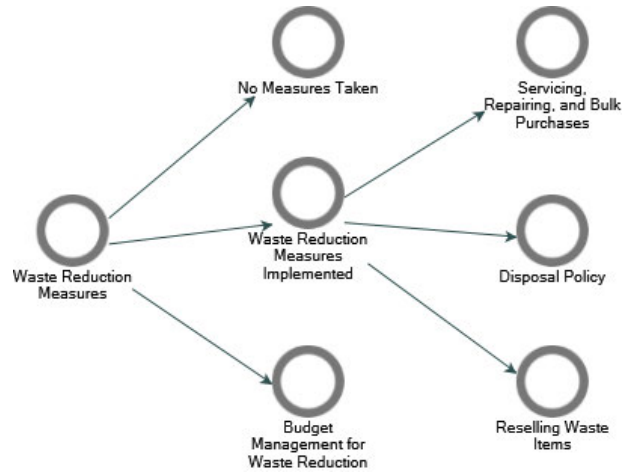


Figure 0.10: Waste Reduction Measures

4.13.1 Subtheme 11.1: No Measures Taken

Participant 1 stated that there are no specific measures in place to address waste reduction within the SCM department.

*"There are no measures taken for waste at SCM department."
(Participant 1)*

4.13.2 Subtheme 11.2: Waste Reduction Measures Implemented

Most of the participants revealed that waste reduction measures were implemented by SCM. Among these measures include:

- Servicing, Repairing, and Bulk purchases

Participant 4 mentioned measures such as servicing, repairing, bulk purchasing, file management, and stock issuance to reduce waste.

"By servicing and repairing and buying in bulk, realizing of files and managing the issuing out of stock." (Participant 4).

- Disposal Policy

Participants 5 and 10 referred to the presence of a disposal policy within the National Instructions that provides guidelines for minimizing waste and ensuring proper asset management.

"There is a disposal policy in place which gives guidelines on how to minimize waste and look after assets." (Participant 5).

"There is a disposal policy in National Instruction 6 of 2018 that gives guidelines on how to minimize waste and look after assets." (Participant 10).

- Reselling Waste Items

Participant 7 mentioned the practice of reselling waste items such as chairs, tables, and tyres to the public through auctions or quotations as a measure to reduce waste.

"As per National instruction waste items such as chairs, tables, and tyres, they are resold to the public through auction or by quotation." (Participant 7).

4.13.3 Subtheme 11.3: Budget Management for Waste Reduction

Participants 8 and 9 emphasized the importance of aligning budgets and spending to reduce waste in terms of funds, particularly when budget funds are depleted, or items become unserviceable.

"The reduction of waste in terms of funds will need to spend or align your budgets accordingly to reach their needs once their budget funds are depleted or when unserviceable." (Participant 8).

"The reduction of waste in terms of funds will need to spend or align your budgets once budget funds are depleted" (Participant 9).

Participant 2, however, highlighted challenges related to waste, particularly in cases where some components within the SAPS may not be fully aware of budget constraints, leading to the purchase of critical items.

"For waste is high as some components within SAPS are not aware of a budget..." (Participant 2).

Overall, the above responses indicate a range of measures taken and challenges faced in reducing waste within the SCM department. While some participants highlighted specific measures such as servicing, repairing, bulk purchases, and disposal policies, others mentioned challenges related to budget awareness. Reselling waste items was also mentioned as a practice to minimize waste.

The absence of waste reduction measures suggests a potential lack of environmental responsibility or cost-saving efforts within the organization or context in question. This could lead to negative impacts on both environment and financial resources. If waste reduction measures have been put in place, it is a positive step towards sustainability and responsible resource management; these measures can include recycling programmes, waste audits, or efficient resource utilization. The effectiveness of these measures would depend on their scope and implementation. The proper budget management of waste reduction is crucial. Allocating resources effectively to support waste reduction initiative can lead to long-term cost savings, improved environmental outcomes, and potentially enhanced public perception of the organization's commitment to sustainability. The absence of waste reduction measures may be indicative of missed opportunities, while implementing such

measures and managing the budget for them can have positive environmental and financial implications. To provide more specific insights, additional context or details about situations would be helpful.

4.14 Theme 12: Procurement Process at SCM

This theme addressed the research question related to describing the procurement processing time to suppliers.

The SAPS identifies its procurement needs, which could include goods, services, or contract projects. This stage involves assessing what is required and the quantities. The SAPS allocates a budget for procurement in its annual budget, considering the identified needs. Requests for quotations or tenders depends on the nature and value of procurement; the SAPS may issue RFQ or tenders. RFQs are used for smaller purchases, while tenders are for larger contracts. These are publicly advertised to encourage competition. The SAPS evaluates the received quotations or tender proposals based on factors like cost, quality, and compliance with specifications. Contracts are awarded to the selected suppliers, and formal agreements are signed. The procured goods, services, or equipment are delivered and received as per the contract terms. The SAPS ensures the quality for goods received. Invoices are processed for payment according to the agreed payment terms. The SAPS manages the ongoing relationship with suppliers, monitors performance, and ensures compliance with the terms of the contract. The SAPS maintains records and prepares reports on its procurement activities. Auditing bodies may also review the procurement process for transparency and compliance. The SAPS assesses supplier performance to inform future procurement decisions and to improve efficiency. The SAPS procurement process is subject to regulations and guidelines set by the South African government to ensure transparency, fairness, and efficiency in public procurement. Specific details and procedures

may vary depending on the type and value of procurement and any updates or changes in government regulations.

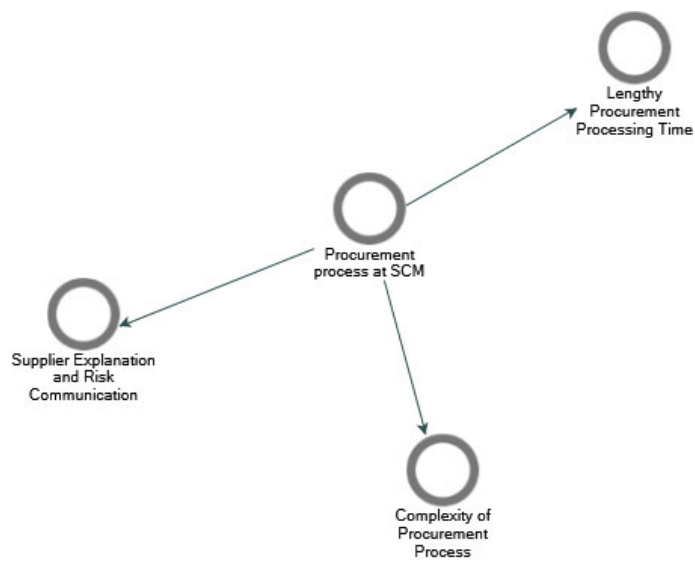


Figure 0.11: Procurement process at SCM

4.14.1 Subtheme 12.1: Lengthy Procurement Processing Time

Participant 1 mentioned specific timeframes given to suppliers and the duration it takes for the procurement process to be completed.

"Suppliers are given 7 days to send back quotations and the file takes 9 days to be procured." (Participant 1).

Although suppliers are given time frames, participants 2 and 7 highlighted delays in the procurement process, particularly for certain items like stationery and cleaning material, with the process taking several months.

"It's very long for the purchase of stationery or cleaning material... The file to be finalized takes three (3) months." (Participant 2).

"It is lengthy." (Participant 7).

4.14.2 Subtheme 12.2: Supplier Explanation and Risk Communication

Given the lengthy time of procurement, participants 5 and 10 emphasized the importance of communicating with suppliers by providing explanations about the time required for the procurement process and informing them of associated risks.

"Suppliers are given an explanation on how much time the procurement process will take, and the risks associated with the process when quotations are submitted." (Participants 5&10).

4.14.3 Subtheme 12.3: Complexity of Procurement Process

Participants 8 and 9 highlight the complexity of the procurement process, involving multiple stages and policy-driven procedures, which contributed to the length of the process.

"It is very slow, as there are steps that need to be processed and policies delegated from things that must be done by proper policies in proper stages." (Participants 8 &9).

The above responses indicated that the procurement processing time can be lengthy, especially for certain types of items. Suppliers are often given specific times, and some participants stress the importance of communicating with suppliers about the process and associated risks. Additionally, the complexity

of the procurement process, which involves multiple stages and policies, is noted as a factor contributing to delays.

Lengthy procurement processing time can be detrimental to an organization. It often results in delayed project timelines, increased costs, and missed opportunities. Causes for lengthy processing time can include bureaucratic procedures, inadequate technology, a lack of standardized processes, and high-volume paperwork. Addressing this issue is crucial, as it can improve resource allocation and enhance overall operational efficiency. Effective communication with suppliers is essential for a successful procurement process. Suppliers need to understand the organization's requirements, specifications, and expectations. Clear and concise explanations reduce the risk of misunderstanding, which can lead to incorrect deliveries, delays, or disputes. Collaboration and transparency in communication can foster better relationships with suppliers, potentially leading to cost saving and improved product or service quality. Risk communication in procurement involves identifying and mitigation risks associated with supplier's contract, and procurement decisions. Addressing the issues of lengthy procurement processing time, supplier explanation, and risk communication is vital for organizations to improve efficiency, reduce risk and enhance their relationships with suppliers. Streamlining processes, fostering clear communication, and proactively managing risks are key strategies to achieve these objectives.

4.15 Theme 13: The role of SCM within the SAPS

This theme addressed the research question related to opinions on the effectiveness of Supply Chain Management (SCM) in the South African Police Service (SAPS). The following were uncovered:

Supply chain management within the SAPS plays a crucial role in ensuring the efficient and affective functioning of the organisation. The SAPS relies on a

wide range of equipment, from firearms to vehicles, uniforms, and technology. Effective supply chain management ensures that these resources are procured, restored and distributed efficiently to support operational needs. Proper supply chain management help the SAPS optimize its budget by reducing procurement costs, minimizing waste, and ensuring that resources are allocated to where they are needed most. The SAPS needs to manage a diverse inventory, including evidence, forensic materials, and office supplies. Effective inventory management helps prevent stock outs and excess inventory, reducing cost and ensuring the availability of critical items. Building and maintaining relationship is vital. The SAPS need to have contingency plans in place to mitigate these risks and maintain essential services. Supply chain personnel within the SAPS need proper training and capacity building to stay updated on best practices, regulations and advancements in supply chain management. Sustainable and eco-friendly procurement practices are becoming increasingly important. The SAPS can play a role in promoting environmentally responsible procurement decisions.

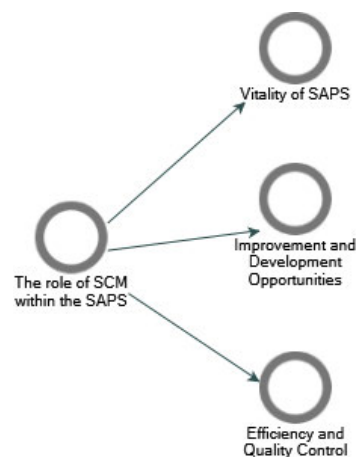


Figure 0.12: The role of SCM within the SAPS

4.15.1 Subtheme 13.1: Vitality of SAPS

Participants 2 and 10 emphasized the vital role of SCM within the SAPS, highlighting that various essential services and supplies are provided through SCM.

"For myself, SCM is vital at SAPS as members, they receive uniforms, repairs on motor vehicles, equipment, and furniture. I do not think that SAPS will survive without SCM." (Participant 2).

"SCM is very effective in SAPS without SCM quality product and services rendered to members working on the ground." (Participant 10).

4.15.2 Subtheme 13.2: Improvement and Development Opportunities

Participants 1, 7, and 9 acknowledged the effectiveness of SCM in SAPS but suggest that there is room for improvement in areas such as adopting advanced systems, reducing paperwork, and enhancing quality control.

"I think, firstly SAPS needs to improve with all procured files and adopt advanced and computerized systems which will lead to less paperwork. It will be more productive and efficient once the quality of SCM work improves." (Participant 1)

"It still needs improvement, compared to other departments." (Participant 7).

"It is effective although so much can be done to develop it to work even better in terms of procuring according to quality and understandingly." (Participant 9).

4.15.3 Subtheme 13.3: Efficiency and Quality Control

Participants 4 and 5 emphasized the importance of efficiency and quality control in SCM, highlighting that effective SCM ensures the delivery of quality products and services to SAPS members.

"Better collaboration with supplier's best quality control, reduce inventory and overhead cost and increase efficiency." (Participant 4).

"SCM is very effective in the SAPS without quality products and services would not be delivered to the members working on the ground." (Participant 5).

The responses suggest that SCM plays a vital role within the SAPS, providing essential supplies and services. While some participants view SCM as effective, others see opportunities for improvement, particularly in terms of adopting advanced systems, enhancing quality control, reducing paperwork, and increasing efficiency. The consensus is that SCM is crucial to the SAPS's operations, but there is room for further development and optimization.

The SAPS is a critical institution responsible for law enforcement and maintaining public safety in South Africa. Its vitality is essential for the stability and security of the nation. Factors affecting its vitality include its ability to combat crime effectively, public trust, resources, and leadership. The SAPS can enhance its performance through various means such as training and skills, technology integration, community policing, resource allocation and collaboration. The efficiency of the SAPS's operations is crucial for its effectiveness, response time, resource management, paperwork, and administration. Quality control in the SAPS and maintaining high-quality standards is essential, Accountability, ethical conduct, internal affairs Feedback mechanisms are also vital.

4.16 Discussion of findings

The findings from this study reveal a diverse set of perspectives and experiences within the SCM department of SAPS. The study is organized into several themes and subthemes, each shedding light on various aspects of SCM operations. In Theme 1, the application of ethical codes in SCM is examined, with participants acknowledging both fair treatment and challenges related to ethical conduct. Theme 2 delves into the fairness of SCM practices in promoting ethical behaviour, uncovering varying opinions on the effectiveness of these practices and this is applauded by Ambe et al, (2020). The model for SCM or framework for SCM consists of demand management, acquisition management, logistics management, disposal management, risk management and performance management.

The finding further reveals that the participants seem not to have much knowledge on how ethical codes of SCM was important in the South African Police Service. It also further revealed that the Management did not play their part as well in showing respect to the SCM code of ethics; there are various incidents where there are cases against the Management in charge of SCM in the South African Police Service. It is very strange that this was not taken into consideration by researching the cause and how this how the practice could be stopped to improve the SCM department since it is the core of the organisation. A quality improvement strategy is a routine, which requires staff capacity that needs continuous development to identify problems processes and data – driven approaches in the programme. Shah (2005) states that quality service as well as a functioning public sector that delivers quality service should be consistent with citizen preferences and it should also foster private market led growth. According to N/I 9 of 2020, section 217 of the constitution is the foundation on which all procurement policies and procedures are based. It provides that all organs of state must procure goods and services through a system which is fair, equitable, and transparent, competitive, and cost effective. On 10 September 2003, cabinet approved the adoption of a

Policy Document, titled “Policy to Guide Uniformity in Procurement Reform processes in Government: it maps out the direction that Government is moving towards in the implementation of SCM within Government. The said policy is intended to guide the uniform implementation of Government ‘s procurement reform initiatives and the issuing of Treasury Regulations in procurement reform initiatives and the issuing of Treasury Regulations in terms of section 76(4)(c) of the PFMA in respect of the framework for SCM. It is especially important to understand the relationship between the management and co-workers within supply chain management as it is a department that links each task. The implementation of a circular economic principle often requires new visions and strategies and a fundamental redesign of product concepts, service offerings, and channels towards long-life solutions (Lewandowski, 2016).

4.17 Suppliers' Compliance with Procurement Documentation

Theme 3 explored suppliers' compliance with procurement documentation, revealing that compliance varies among suppliers, and some engaged in unethical practices. Theme 4 investigated suppliers' tax compliance, with mixed views on the extent of compliance. Theme 5 looked at the support provided by management to SCM employees, highlighting both positive support mechanisms and areas where improvements were needed. Theme 6 examined alignment with the SCM strategy, indicating differing opinions on whether practices align with broader SCM goals. Supply chain management gained prominence during the 1990's (Liu ,2011:3). Although the theory and methodology of SCM was centred on manufacturing, the private sector, emerging evidence indicate a new global trend. In this trend in SCMs, the emphasis is on sourcing and procurement, and this has become increasingly applicable in procurement services in organisations and government institutions. Brynard (2014) states that there is no literature that specifically

deals with policy implementation only, however emphasis is on linking policy development strategies, ongoing reviews of systems, and the development and consolidation of performance management mechanisms to produce successful services to create policy implementation.

4.18 Use of Information Technology

Theme 7, the use of information technology in SCM is discussed; participants expressed both satisfaction and dissatisfaction with existing technology platforms. Theme 8 investigated whether employees shared a common vision for SCM, revealing a division of opinion on this matter. Cash et. al. (2003) stressed commitment to managing, more effectively, the boundaries between expertise and decision making by linking knowledge to action. Such a system invested in communication, translation, and /or mediation and thereby, more effectively balances salience, credibility, and more legitimacy in the information produced. Ryan, Williams, Charles, and Waterhouse (2008) posited that top-down is an approach whereby top executives and managers conceive, strategically plan and direct implementation of a top organisation or government in this case. Junior employees are the ones responsible for daily operation and implementation of the management plan and strategic objectives. In the case of intergovernmental relations, the top-down approach is about centralising most, if not all, policy and making powers, planning tax collection, major procurements just to mention a few (Agranoff & McGuire, 2001).

4.19 Standardized Quality Policy

Themes 9 and 10 revolved around the existence of standardized quality policies and common procedures for feedback from suppliers. While some participants believed in the existence of such policies and procedures, others

expressed doubt. Theme 11 discussed waste reduction measures within the SCM department, with some participants mentioning specific measures and others noting the absence thereof. Theme 12 focused on the procurement process, highlighting the lengthy processing time for certain items and the need for better communication with suppliers. Lastly, Theme 13 explored the role of SCM within the SAPS, with participants emphasizing its vitality while also acknowledging opportunities for improvement and development. The SCM model used in South Africa is predicated on the following elements: 'demand management, acquisition management, logistic/ fleet management, disposal management, risk management and performance management. Effective SCM performance management includes contract management, which deals with the issues of procurement planning, solicitation planning, calling tender source selection and contract administration (Bizana *et al.*, 2015: 672). The image below subsumes the most familiar words extracted from the transcribed interview. Several measures in the literature and in the organisation are recommended for use in measuring the performance of the SCM system. Several of the measurement approaches have been developed and used for measuring SCP. The significance of the balanced scorecard lies in the link that it creates between vision, strategy, and objectives on the one hand and measures, targets, work plans and resource allocation on the other.

Measurement and improvement are, therefore, linked to vision and strategy, and supply chain design; measurements provide a more focused approach to waste reduction and supply chain optimisation. Strategy and activities can be aligned with the organisation's requirements (Ambe *et al.*, 2022). Operationalization of performance measurement varies. Supply Chain Management encompasses the planning and management of all activities involved in the sourcing and procurement, conversion, and all logistic management activities. Importantly, it also includes co-ordination and collaboration with channel partners which can be supplier's intermediaries, third party service providers, and customers. Therefore, Supply Chain

Management integrates supply and demand management within and across organisations (Badenhorst-weiss *et al.*, 2020).



4.20 Conclusion

In conclusion, the study offers valuable insights into the complex landscape of Supply Chain Management within the South African Police Service. It is evident that while certain aspects of SCM are functioning effectively, there are several challenges and areas for improvement. Ethical conduct and compliance, while generally promoted, face obstacles related to communication and behaviour. Tax compliance and documentation compliance among suppliers remains inconsistent, requiring attention.

Management's support is recognized, but there is room for enhancing training and understanding of SCM processes. The alignment of SCM practices with the broader strategy shows differing opinions, signalling potential areas for refinement. Information technology usage, the common vision among

employees, and the presence of standardized quality policies and procedures exhibit mixed perceptions.

Waste reduction measures are in place, but the complexity of the procurement process can lead to delays. Improved communication with suppliers and more transparent explanations are seen as essential. The overall role of SCM within the SAPS is highly regarded, with participants emphasizing its importance in providing essential services and supplies. However, there is a consensus that continuous improvement and development are needed to further enhance SCM practices within the SAPS.

CHAPTER 5

Conclusion and Recommendations

5.1 Introduction

The summary and conclusions of the research are presented in this chapter. The previous chapter presented the fieldwork results of the study, including the analysis and interpretation of data. As a result, the main objective of this chapter is to present the findings, conclusion, and recommendations of the study. The chapter will start by summarising the research objectives and questions, followed by a summary of the findings and conclusions of the study. There will be pertinent recommendations offered before ending the chapter with a conclusion. This study's main objectives were to investigate Supply Chain Management System challenges in the eThekweni District of the South African Police Service.

5.2 Summary of the research objectives and research questions

The study aimed to explore the challenges associated with the Supply Chain Management system in the SAPS in the eThekweni District, and also explore the processes in place for efficient implementation. Hence, the study also envisioned that the organisation should avoid, corruption, abuse of logistics starting from the management to the junior members, unnecessary expenditure with the limited resources available and implement containment measures. Supply Chain Management, as the core of the Organisation, needs to deal with these internal control measures such as implementing savings measures to enhance performance with the limited resources available, avoid costs of unnecessary abuse of the state, extent measures and avoid consumption of taxpayer's currency. Table 5.1 below provides a summary of the research objectives and questions.

Table 0.1: Summary of research objectives and research questions

	Research Objectives	Research Questions
1.	-To examine the extent of compliance of the SAPS management in the eThekweni District with the principles and practice of the Supply Chain Management system.	-To what extent does the Management of SAPS in the eThekweni District comply with principles and practice of the Supply Chain Management system?
2.	-To ascertain the level of competence of personnel in the Supply Chain Management Department challenges of SAPS in the eThekweni District.	-How competent are the personnel in the Supply Chain Management Department of the SAPS in eThekweni District?
3.	-To identify the challenges associated with Supply Chain Management in eThekweni District in SAPS.	-What are the challenges associated in Supply Chain Management in eThekweni District in SAPS?

Ten key participants for the following police stations managed to participate willingly: Berea SAPS, Durban Central SAPS, Mayville SAPS, Point SAPS and Sydenham SAPS from the eThekweni District had an interest to participate, out of twenty participants from the ten selected Police Stations. However, only five Police stations were interested in participating in this research. The study adopted a qualitative approach. The Police Stations were selected purposely, and face to face interviews were conducted. Data was thematically analysed. Themes were identified and assigned headings and the data was explored and discussed against the existing literature and theories. The findings evidenced to be representative enough of the research questions.

5.3 Summary of findings

The research explored the significance of Supply chain management system challenges, in the South African Police Service in the eThekweni District. The summary of findings that follows is based on the key themes and the empirical data obtained from the objectives of this study.

5.3.1 Theme 1: Ethical Code Application in the Supply Chain Management (SCM)

The study found that ethical code application in the Supply chain management entails different compliance levels. It revealed that often there are degrees to which supply chain actors adhere to established ethical codes and policies. However, it is worth noting that there is potential for ethical risk and challenges within the supply chain, such as corruption, fraud or human rights violations. The study confirms the impacts of ethical code adherence affects the reputation of the organization and its employees.

The study also reveals the legal and Regulatory Compliance assessment of the supply chain operation in accordance with relevant laws and regulations: it indicated poor understanding by respondents of the ethics of SCM and its application. The study also examined the transparency and accountability

mechanisms within the supply chain to ensure ethical behaviour. This provided an insight into how employees perceive the ethical conduct of the supply chain. In conclusion, there is need for the identification of best practices to improve ethical codes in supply chain management.

There is an abuse of the SCM process since officials are constantly not adhering to the ethical code of conduct for SCM and standard operating procedures by not utilising a competitive process of bidding, obtaining quotations and inappropriate application of the preference point system. The related challenges and conflict of interest has a negative effect on the execution of SCM due to the failure by officials to apply the principles of organisational theory.

5.3.2 Theme 2: Fairness and Promotion of Ethical Conduct

It was noted that organisations prioritise the principles that are more likely to build long-lasting relationship, reduce risk and gain the trust mostly from the employees and suppliers as well. Additionally, they can enhance their SCM department's reputation and contribute trust. Ethical conduct and promotion are principles that underpin equity in the organisation. They go hand in hand in creating an excellent SCM code of ethics.

It is crucial to emphasize the following key points. Ethical awareness in the organisation must further prioritise ethical awareness and workshops among employees and suppliers involved in supply chain. The supplier's selection is to choose suppliers with strong ethical values and practices is essential to promote fair conduct throughout supply chain. The code of conduct, develop and implement a comprehensive code of conduct that outline ethical standards in fundamental step. The further regular monitoring and auditing of supply chain activities can help to identify and rectify any ethical violations. Ensuring fair compensation and labour practices for all employees in supply chain is crucial. Ethical conduct should extend to environmental sustainability that minimize a negative impact on the environment. The collaboration with

suppliers and SCM can help to drive ethical improvements throughout the supply chain.

5.3.3 Theme 3: Suppliers' Compliance with Procurement Documentation

The research revealed that despite the relevant SCM framework in place the South African Police Service, there were problems of deviation from the normal process due to non-compliance and lack of understanding of SCM by various role players in the SCM process. Foremost, there are continuous weaknesses in SCM, resulting from the inability of Senior Members and junior members to interpret and apply SCM policies and standards.

Personnel must be able to assess whether suppliers constantly deliver the required documentation on time and within specific deadlines. SCM employees and managers must examine whether suppliers meet quality standards and the specifications outlined in procurement documents. They must further analyse the effectiveness of communication between procurement officials and suppliers in clarifying and rectifying any discrepancies in documentation. Procurement officials must identify any potential risks or non-compliance issues that could impact the supply chain's efficiency, such as late deliveries, quality defects or legal disputes. In summary the corrective action that should be taken to address non-compliance issues include and renegotiating contracts, improving communication, or changing suppliers, if necessary, also highlight opportunities for continuous improvement in supplier compliance with procurement documents.

5.3.4 Theme 4: Tax Compliance of Suppliers

Most of junior members were not aware of the tax compliance in place when assessing the suppliers file; this was confirmed by some of responses from the participants. Therefore, supervisors/ procurement officials/ SCM managers need to focus on the process in place and not to be lenient and wait for the

supplier who does not meet the necessary requirements. Procurement officials need to stand firm with rules and procedures and understand the reason for suppliers being non-compliant.

This theme identified from empirical data from the participant's perspective regarding the significance of understanding tax compliance. This confirms delaying of the turnaround time for the file processing time.

5.3.5 Theme 5: Support from Management

The study reveals the facets from the management that must give full support and assist junior members with the understanding of SCM principles of organisational theory. Planning, organising, and support are three sides of the triangle thus management must ensure the creation and development to support the junior members as well as the SCM Department to enable achievement of desired goals in the eThekweni District. Managers must ensure they organise the following events regularly and make sure junior members attend training and workshops, ensuring process compliance, employee well-being and mental Health.

Numerous government sectors are quiet facing challenges regarding poor support to the junior members. Some participants to the study did not have the initiative for improving their capacity to understand SCM. These findings confirm the gap of communication between the junior members and SCM management.

5.3.6 Theme 6: Alignment with SCM Strategy

The study reveals the problems of government supply chain that increases the number of research questions to mandate solutions. It is evident that strategies are not aligned with the procedures. Even though it is one organisation (SAPS), each different station has its own way to run supply chain tasks, without considering the rules, Acts and National instructions pertaining to

Supply chain management that applies to all SCM of the South African Police Service.

The findings in this study sub-theme contrast with the literature review. This study revealed that numerous government SCMs are facing challenges regarding improper alignment strategies of the Department.

5.3.7 Theme 7: Use of Information Technology

The study reveals that consistency of the South Africa government is far behind in terms of technology. The technology used is dated. The profile used to access the financial processes can be used by another SCM official when they are revoked. There must be at least electronic fingerprints for that member. Certifying of fuel slips using polfin is easy to access and the process of certifying whether the slip/receipt is filed on the logbook or not. The organisation should not rely on the inspectorate team when auditing the manual. Modern technology can reduce all the corruption that continuously occurs. It destroys the name of the organisation. Police radios are typically the old style; they should be upgraded to air/rail master police body radios and body cameras. The safe for the armoury still has manual locks in the Police stations and these should be upgraded. The organisation must start to implement and upgrade technology systems. Currently, the processes to upgrade technology are extremely poor in government sectors.

5.3.8 Theme 8: Common Vision

The empirical data found different views from the participants on what leads to a common vision amongst the employees, SCM officials and the Managers. The SCM, due to lack of skills, knowledge and understanding of the department policies, procedures, and National Instructions, is the main the reasons for failing of the system.

Common Vision will always be a challenge, something needs to be done like having continuous workshops on each District to make sure SCM members work with the same common vision; all members and the management should have this mutual understanding. The decision-making process of supply management and the approach aimed to sourcing for showing up the common vision should be enhanced.

5.3.9 Theme 9: Standardized Quality Policy

The study found different views from the participants on what would lead to the integration for a standardized quality policy. Without clear quality policies, it become challenging to establish accountability for the procurement and supply chain processes within the SAPS. This can lead to inefficiencies, mismanagement, and potential corruption. Inadequate quality policies can result in the misallocation of resources, both in terms of finances and assets. There are constant poor policy implementation and operational flaws in the institutional SCM oversight. The SCM system is characterized by continuous low levels of compliance with the legal outline by accounting officers and authorities in the SCM of the South African Police Service in the eThekweni District.

5.3.10 Theme 10: Existence of Common Procedures

The study reveals that several key practices are prevalent across the SCM in the South African Police Service. The procedures include procurement, inventory management, demand management, logistics, and supplier's relationship management. The SAPS tends to adopt these standard procedures to optimise efficiency, reduce cost and enhance overall supply chain performance.

However, there is a lack of capacity and knowledge to handle procurement and logistic processes that contributes to bad governance. The deficiencies regarding proper execution of SCM continue to be a challenge even though

numerous public sector SCM role-players trained and work-shopped regarding efficient application of rules and procedures to achieve a proper SCM system.

5.3.11 Theme 11: Waste Reduction Measures

The problems related to efficient implementation of SCM is also associated to understanding the role of waste reduction measures in attaining goals of the SCM by junior members. There is a lack of outlining the benefits of improving the role of budgeting in SCM considering the relative priority of SCM in the SAPS. There should be greater knowledge and understanding of role of budgeting by Senior Management as they also perform budget development at an exceptionally low level. There is a huge deviation regarding compliance or non-compliance of relevant budgeting processes by junior management.

5.3.12 Theme 12: Procurement process at SCM

The SAPS manages the ongoing relationship with suppliers, monitors performance, and ensures compliance with the terms of the contract. The SAPS maintains records and prepares reports on its procurement activities. Auditing bodies may also review the procurement process for transparency and compliance. The SAPS assesses supplier performance to inform future procurement decisions to improve efficiency. The SAPS procurement process is subject to regulations and guidelines set by the South African government to ensure transparency, fairness, and efficiency in public procurement.

The findings also relate to the PPSCM, where supplier selection is based on cost, quality, reliability, and ethical consideration. The sourcing strategy involves a combination of cost, availability, and other factors. Negotiations are undertaken in terms of pricing and contract suppliers with favourable agreements. Purchase orders, creating formal purchase, outline the details of the transactions. The processes involve receiving and inspection, invoicing payments, supplier relationship management to enhance and collaborate performance, risk management including supply chain disruptions, compliance

improvement and optimizing the procurement process. Out of all these aspects, the problem persists in implementation of the right procedures since the SAPS approve only the “cheapest price cost,” because of the low budget Government Issues.

5.3.13 Theme 13: The role of SCM within the SAPS

The findings regarding SCM in the SAPS is efficient allocation, such as personnel, vehicles, and equipment, ensuring that they are available when and where needed. The inventory is essential for the purpose of serving duties. Cost and control are in place in optimizing the procurement process. The SAPS can control costs to ensure tax –payer’s money is used efficiently. Risk Management in the SCM helps in assessing and mitigating risk, reducing vulnerability to theft, fraud, and corruption. Information flow in SCM systems improves the flow of information, enabling better decision –making and responsive incidents.

5.4 Recommendations

Recommendations were derived from the findings of the study and may be used to improve Supply Chain Management systems to reduce challenges in the eThekweni District. In this regard, recommendation was provided to address the identified gap regarding fraud and corruption in the SCM in South Africa’s public sectors to enhance efficiency by achieving value for money and promoting good governance. The following recommendations intend to improve the execution of SCM in eThekweni District:

- It is important for the risk management directorate to strengthen their SCM policy compliance role to mitigate risk of fraud, corruption, and abuse of state resources, e.g. with state vehicles as fuel prices are always rising and this will enhance tax-payers currency.
- Providing continuous enlightenment of junior staff members within the whole of SCM about the role and importance of SCM enabling

instruments such as the responsibilities of bid committees, treasury guidelines and SCM policies to enhance service delivery to both internal and external clients including client departments.

- It is important for the risk management directorate to strengthen their SCM policy compliance role to mitigate risk of fraud and abuse of SCM Systeme's. risk 96 management section can develop, implement, and conduct risk awareness campaigns within the department to enlighten the officials about identification and categorization of risk including risk mitigation strategies. This can go further by even informing officials about avenues available for reporting risk should it be discovered. The risk section of the SCM-SAPS can also schedule quarterly risk assessment verifications of the SCM process since this field is ever changing and broad to identify possibilities of new potential risk.
- It is important to ascertain the motives behind lack of reporting by junior staff members. Furthermore, reporting structures must be strengthened to improve staff compliance. In this regard, senior staff must understand the negative impacts of poor reporting on financial matters. Effective reporting templates should be developed to ensure that measures are well communicated so that officials can feel that they are not meant to victimise them but are there to identify gaps which require management attention to be addressed. This may go as far as ensuring that they design templates which are user friendly, understandable, and easy to complete
- To establish and provide intervention regarding the implementation of measures to ensure that budgeting structures are well communicated in the department the finance section of the SAPS must take a leading role in ensuring that appropriate and relevant budget management frameworks are effectively workshopped to create understanding and adhered to at all times by officials within the Chief Directorate, namely, the Chief Financial Officer which comprises of the Finance Section, Internal Control, Risk Management, and SCM. The Risk management

section should also exercise their role by make certain that financial matters are under control.

- There is a need for involvement of SCM junior staff members when the SCM strategic planning sessions are conducted so that they can clearly understand plans in place for the execution of the SCM. Inclusivity will enable junior staff members to have a thorough understanding of their roles and responsibilities. As much as they are not in the driving seat, this will equip them to recognize functions of their components including how they fit into the entire SCM process, thereby enabling the department to achieve its objectives.
- Providing continuous enlightenment of junior staff members within the whole of SCM about the role and importance of SCM enabling instruments such as the responsibilities of bid committees, treasury guidelines and SCM policies in enhancing service delivery to both internal and external clients including client departments.
- It is important for the risk management directorate to strengthen their SCM policy compliance role to mitigate risk of fraud and abuse of the SCM System's. risk 96 management section can develop, implement, and conduct risk awareness campaigns within the department to enlighten the officials about identification and categorization of risk including risk mitigation strategies. This can go further as to even informing officials about avenues available for reporting risk should it be discovered. The risk section of the SCM-SAPS can also schedule quarterly risk assessment verifications of the SCM process since this field is ever changing and broad to identify possibilities of new potential risk
- It is important to ascertain the motives behind the lack of reporting by junior staff members. Furthermore, reporting structures must be strengthened to improve staff compliance. In this regard, senior staff must understand the negative impacts of poor reporting based on financial reporting. Develop effective reporting templates and ensure

that these measures are well communicated so that officials can feel that they are not meant to victimise them but are there to identify gaps which require management attention to be addressed. This may go as far as ensuring that they design templates which are user friendly, understandable, and easy to complete.

- To keep junior staff members informed about lines of authority and reporting structures to improve directing and achieving goals of the SCM in the DPW. The SCM management staff must ensure that plans and processes are in place such as well-established SCM workshops to enhance and improve the reporting process. Managers are responsible for playing the lead role for organising by designing relevant strategies to accommodate and inform junior staff members of their role and responsibilities as major role-players of SCM in the SAPS (eThekweni District). They also have the responsibility to monitor compliance of their subordinates to the reporting framework developed as a guide by the National Treasury.
- To ensure growth and development of both internal and external role-players through continuous training programmes to increase the level of SCM by staff in the SAPS. The SCM senior management and middle management are responsible for building capacity to ensure the sustainability of the SCM section. In this regard, they must make it a point that staff are continuously trained to promote their level of growth. Mentorship programmes can be beneficial if used correctly and the SCM managers must learn the art of passing the skills to junior staff members to ensure continuity in the supply chain. Suppliers must also be capacitated through available supplier development programmes to promote their development and sustainability in the industry.
- Supply Chain Management across the government spectrum requires an integrated management approach that encompasses various actors, role-players, and responsible stakeholders. The SCM senior management and middle management are tasked with the

responsibility of finding solutions to problems and must constantly apply the general principles of organisational theory i.e., planning, organising, leading and control to ensure that they are able to adapt to change. SCM management must also improve their expertise through lifelong learning programmes to equip themselves.

- To provide continuous intervention regarding strengthening of these co-ordination mechanisms to maximise integration and unity of command in the SCM. The SCM 250 senior management must ascertain the value of the co-ordination mechanisms in place for SCM sub-directorates such as the SCM forums and ensure that they achieve the desired goals of identifying loopholes in the process. This can be possible through the involvement of junior staff members in the planning processes since they are main people who are dealing with the operation of the SCM. Their inclusion to broader planning sessions will make them more vigilant and they will see themselves as part of the solution which will improve co-ordination within the SCM section of the SAPS.
- There must be an integration of the principles of organisational theory (POSDCORB) with public sector strategies to enhance efficiency of the SCM system. Other theories of management can also be used in improving efficiency in the implementation process of the SCM in the SAPS (eThekweni District) as envisioned by the Resource Dependency Theory, Supplier's Relationship Management, and the Corporate Social Responsibility Theory.
- In future, there is a need for the development of co-operation culture/ ethical conduct amongst service providers and government organisations to promote good working relationships, and the promotion of structured interaction with suppliers. Moreover, there should be regular dissemination of information related to the procurement workload of departments including opportunities for planned procurement, policies and procedures related to procurement and universal tender requirements.

In term of areas of future research, it is proposed since the current study was limited to SCMs in the eThekwini District of the SAPS the current research could be replicated to all SCM departments of the SAPS in the entire KwaZulu-Natal provinces i.e. regional offices and district offices. Furthermore, future research is also envisaged on the same subject since there is a gap in knowledge regarding a lack of integration of the principles of the organisational theory (POSDCORB) in the implementation of SCM.

5.5 Conclusion

This chapter presented the findings, conclusion, and recommendations of the study on SCM in the South African Police Service. Finding was derived from the theoretical framework and empirical research. The research comprises of five chapters. The first chapter introduced the topic and its background, brief background was offered on Supply Chain Management system challenges in the eThekwini District and the objectives were outlined. Existing literature on Supply Chain Management challenges are covered in the second chapter, where literature was reviewed in detailed. The third chapter outlined the research methodology, revealing the qualitative nature of study. The fourth chapter presented the findings, analysis, and discussion, and fifth and closing chapter provides a summary of the research, some recommendations and a conclusion.

The monitoring and evaluation of the SCM system challenges that involves more fraud and corruption, insufficient state objects face problematic situations to enable the implementation of SCM as mandatory by policies and uplift transformation in the eThekwini District. The study found a lot of Fraud, corruption and unnecessary expenditures within the eThekwini district and the stations. Top commanders are involved in fraud, corruption with unnecessary expenditures as was revealed by It is adopted by one Political oversight in KZN inspections to SAPS facilities that are collapsing (Published in 2022- Daily

News Article). It was also noted that one former National Commissioner and his co-accused in the I-view integrated system case will return to court in March 2023. It was also confirmed that the authorities caught the National Commissioner and five others, including three former and current high-profile police officials on charges of fraud, corruption, money laundering and contravening the Public Finance Management Act, in connection with R54 million worth of dodgy police tenders of social monitoring software, telephonic software and telephonic encryption services.

It was further confirmed that KwaZulu Natal top police officer and senior supply chain management unit head and a KZN businessperson obtained numerous tenders in the SAPS. The investigation related a police accommodation fraud scheme (News 24, 2023).

These continuous incidents create an unbelievably bad image in SAPS. There was another incident in the Police Stations where the SCM hard body vehicle was instructed to go to the funeral of the eThekweni outer north District Lt Major General; it was the abuse of a state vehicle and the use of fuel and an unnecessary expenditure affecting tax-payers currency,

The question is, how can these incidents that disgrace a huge law organisation be stopped? The recommendations in this study may in part provide some solutions to the problems experienced in the SAPS.

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APPENDICES

APPENDIX A



LETTER OF INFORMATION

Title of the Research Study: Supply Chain Management challenges in the eThekweni District of the South African Police Service.

Principal Investigator/s/researcher: Ndluli, Delisile Portia, BTech, Business Administration

Co-Investigator/s/supervisor/s: Dr Omololu Fagbadebo, PhD.

Good Day,

Brief Introduction and Purpose of the Study:

I am Ms. Nduli, Delisile Portia, a postgraduate student in the Department of Business Administration of the Durban University of Technology, doing my master's degree in Business Administration. I would like to invite you to participate in the research. The study will be examining the effectiveness of the Supply Chain Management practices in the South African Police Services (SAPS) in eThekweni District. It seeks to explore the role of the Supply Chain Management department in ensuring the linkages within and without the

organization which ultimately create optimal value in the discharge of its obligations.

Research is a systematic search or inquiry for generalized new knowledge. In view of this, I would like you to share your views with me on this study. This invitation is not by compulsion. I want you to understand that you have the right to accept or reject the invitation. Even if you have accepted the invitation to participate, you can decide to opt-out at any stage without any adverse effect on you. I will provide you with the letter of information from the university as well as the letter of consent.

Outline of the Procedures

The study aims to explore the effectiveness of the implementation of the Supply Chain Management system in the SAPS in eThekweni District. The objectives include the examination of the extent of compliance of the management of SAPS in eThekweni District with the principles and practice of the Supply Chain Management system. It also seeks to ascertain the level of competence of personnel in the Supply Chain Management Department of SAPS in eThekweni District. Lastly, the study seeks to identify the challenges associated with the Supply Chain Management system in eThekweni District. This study will involve only the SCM unit staff. Other members of the SAPS who are not in the SCM unit will not be included.

Given the COVID-19 protocols, if it is not possible for me to interview you physically, I will organize an online interview session on any of the platforms at my cost. You will thereafter send your response to me through any means that is convenient for you at no cost to you. It would take you about 15 minutes to respond to the questions.

Risks or Discomforts to the Participant: Your participation in the study will not bring any discomfort.

Explain to the participant the reasons he/she may be withdraw from the Study:

If at any stage of the study, you feel like withdrawing, you are free to do so without any adverse effect on you. You are free to participate, and under no circumstances will I ever force you to continue to participate.

Benefits:

There is no direct benefit you will derive from participation. Your participation is voluntary.

Remuneration: There is no remuneration for participation in this study

Costs of the Study: The cost of the study will be borne by me. There is no cost implication for your participation.

Confidentiality:

Your identity will be anonymous, and the data supplied will be treated with the utmost confidentiality. Your identity will not be disclosed to anyone and the data will be accessible by my Supervisor and myself. No other third party will have access to the identity and data collected. The researcher will comply with the DUT data storage regulations and guidelines.

Results: The result of the research will be disseminated through submission to the repository of the DUT and the publication of excerpts in accredited publication outlets.

Research-related Injury:

There is no anticipated injury to the participants as the participants will not perform any physical acts.

Inclusion and exclusion criteria

Participants will be limited to the administration officials and members of the management of the SCM units will be included. SCM staff with other responsibilities other than administration and management will be excluded. It will also exclude other police or civilian staff in other units.

Storage of all electronic and hard copies including tape recordings Data collected including hard copies of your responses to the questions will be stored in a passworded electronic storage accessible to my Supervisor and me.

Persons to contact in the Event of Any Problems or Queries:(Supervisor and details) Please contact the researcher 0729665924, my supervisor, Dr Omololu Fagbadebo on 061 1533824 Omololuf@dut.ac.za, or the Institutional Research Ethics Administrator on 031 373 2375. Complaints can be reported to the Director: Research and Postgraduate Support Dr L Linganiso on 031 373 2577 or researchdirector@dut.ac.za.

APPENDIX B



CONSENT

Full Title of the Study: Supply Chain Management challenges in the eThekweni District of the South African Police Service.

Names of Researcher/s: Nduli, Delisile Portia

Statement of Agreement to Participate in the Research Study

I hereby confirm that I have been informed by the researcher, Nduli, DP, about the nature, conduct, benefits and risks of this study - Research Ethics Clearance

Number: _____,

- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.

- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may

relate to my participation will be made available to me.

Full Name of Participant	Date	Time	
	Signature	/	Right

Thumbprint

I, Nduli, DP, name of researcher) herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

Full Name of Researcher	Date	Signature
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Full Name of Witness (If applicable)	Date	Signature
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Full Name of Legal Guardian (If applicable)	Date	Signature
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APPENDIX C

The Head Strategic Management

South African Police Service

eThekweni District Head Office

Request for Permission to Conduct Research

Dear Sir/Madam,

My name is Nduli, DP, a postgraduate student of Business Administration at the Durban University of Technology. The research I wish to conduct for my Masters dissertation involves Supply Chain Management challenges in the eThekweni District of the South African Police Service. Data collection will involve interview of members of the SCM units in ten station in the the District. I am aware of the need to comply with the COVID-19 protocols. It wold take about 15 minutes for the participants to repond to the questions. To this end, the interview questions will be sent to the selected staff.

I hereby seek your permission to gain access to these stations to interview the selected partiicipants in the SCM unit.

I have provided you with a copy of my proposal which includes copies of the data collection tools and consent and/ or assent forms to be used in the research process, as well as a copy of the approval letter which I received from the Institutional Research Ethics Committee (IREC).

If you require any further information, please do not hesitate to contact me at 0729665924 and ndulidee@gmail.com. Thank you for your time and consideration in this matter.

Yours sincerely,

Nduli, DP

Durban University of Technology

APPENDIX D

Interview Schedule

1. How would you describe the application of the code of ethical conduct on employees and suppliers in the SCM department?
2. Would you say SCM practices are fair enough to promote ethical conduct among employees and suppliers?
3. To what extent do suppliers comply with the submission of required procurement lawful documentations?
4. Are the suppliers in the SCM department tax compliant?
5. What forms of support does the Management provide for employees in the SCM department?
6. Are the product strategies, supply, and distribution aligned with the SCM strategy?
7. How would you describe the use of information technology to increase the efficiency of communication in the SCM department?
8. Do the employees have a common vision for Supply Chain Management?
9. Is there a standardised quality policy for both products and services supplied to the South African Police Service-SCM and established guidelines?

10. Are there common procedures to obtain feedback from suppliers who are involved in product supply to Supply Chain Management?
11. What are the measures towards the reduction of waste in the SCM department?
12. How will you describe procurement processing time to the suppliers?
13. What would be your opinion on the effectiveness of SCM in the SAPS?

APPENDIX E

26.P.S. 0020222

SAP 21

SUID-AFRIKAANSE POLISIEDIENS



SOUTH AFRICAN POLICE SERVICE

P.O. Box 1965, DURBAN, 4000

Versending Reference	: 3/34/2(172)
Name	: Colonel I Wabwabe
Enquiries	: Capt/M AM Sibhane
Telephone	: 031 – 325 4643/4914
Telefaxnumber Fax Number	: 031 – 325 8022
E-pos Email	: @headEQ@saps.gov.za

THE PROVINCIAL COMMISSIONER
KWAZULU-NATAL

2023-02- 2 2

The Head
RESEARCH

PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE: DURBAN UNIVERSITY OF TECHNOLOGY: MASTERS DEGREE: SUPPLY CHAIN MANAGEMENT SYSTEM CHALLENGES IN THE ETHEKWINI DISTRICT OF THE SOUTH AFRICAN SERVICE: RESEARCHER: DP NDULI

1. Your minute 3/34/2 dated 2022-06-22 regarding permission to conduct the above-mentioned research has bearing on this matter.
2. Paragraph 5 of the said minute requests the final approval of the Provincial Commissioner: KwaZulu-Natal to permit the researcher to interview participants at the following Police Stations: Newlands East SAPS, Phoenix SAPS, Greenwood Park SAPS, Ntuzuma SAPS, KwaMashu E SAPS, Durban Central SAPS, Point SAPS, Isipingo SAPS, Berea SAPS, Mayville SAPS and Sydeham SAPS, and two (2) participants from the Supply Chain Management at Ethekwini District in KwaZulu-Natal, in line with the proposed topic.
3. The application to conduct interviews with these police officials is approved by this office on condition that:
 - 3.1 Participation in interviews must be voluntary;
 - 3.2 Accessing sensitive information/nature or seriousness of cases can result in respondent/s refusal to answer certain questions; and
 - 3.3 The researcher adheres to the conditions stipulated in Paragraph 8 of Head Office minute 3/34/2 dated 2022-06-22.

PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE: DURBAN UNIVERSITY OF TECHNOLOGY: MASTERS DEGREE: SUPPLY CHAIN MANAGEMENT SYSTEM CHALLENGES IN THE ETHEKWINI DISTRICT OF THE SOUTH AFRICAN SERVICE: RESEARCHER: DP NDULI

4. For any queries, please contact Colonel I Walljee on the following number:
Office: 031 325 4841/4934
Email: KZN: Prov. OD & Strat Mngt: Commander: Walljee I - Col
<IsaacWalljee@saps.gov.za>

**LIEUTENANT GENERAL
PROVINCIAL COMMISSIONER: KWAZULU-NATAL
NS MKHWANAZI**

APPENDIX F



Your reference/My verwysing:

My reference/My verwysing: 3/342

THE HEAD: RESEARCH
SOUTH AFRICAN POLICE SERVICE
PRETORIA
0001

Enquiries/Navrae: Lt Col (Dr) Smit
AC Thenga
Tel: (012) 393 4333
Email: ThengaS@saps.gov.za

APPROVED

DP Nduli
DURBAN UNIVERSITY OF TECHNOLOGY

RE: PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE:
DURBAN UNIVERSITY OF TECHNOLOGY: MASTERS DEGREE: SUPPLY CHAIN
MANAGEMENT SYSTEM CHALLENGES IN THE ETHEKWINI DISTRICT OF THE SOUTH
AFRICAN POLICE SERVICE: RESEARCHER: DP NDULI

1. The above subject matter refers.
2. You are hereby granted approval for your research study on the above-mentioned topic in terms of National Instruction 4 of 2022.
3. Further arrangements regarding the research study may be made with the following office:

The Provincial Commissioner: KwaZulu-Natal:

- **Contact Person:** Colonel I Waljee
- **Contact Details:** 031 325 4841/4934
- **Email Address:** IsaacWaljee@saps.gov.za

4. The Provisional Commissioner: KwaZulu-Natal has stressed that participants in interviews will be on a voluntary basis and respondents may refuse to answer questions implying sensitive information.
5. Kindly adhere to paragraph 8 of our attached letter signed on 2022-06-22 with the same abovementioned reference number.

MAJOR GENERAL
THE HEAD: RESEARCH
DR PR VUMA

Date: 2023-03-10

APPENDIX G



Institutional Research Ethics Committee
Research and Postgraduate Support Directorate
2nd Floor, Bereyn Court
Gate 1, Saxe Jiko Campus
Durban University of Technology
P O Box 1334, Durban, South Africa, 4001
Tel: 031 373 1375
Email: levistad@dut.ac.za
http://www.dut.ac.za/research/institutional_research_ethics
www.dut.ac.za

17 March 2023

Ms D P Nduli
21 Bergfield Place
Earlsfield
Newlands West
4037

Dear Ms Nduli

Supply chain management system challenges in the eThekweni District of the South African Police Service
Ethical Clearance number IREC 265/21

The DUT-Institutional Research Ethics Committee acknowledges receipt of your gatekeeper permission letter.

Please note that **FULL APPROVAL** is granted to your research proposal. You may proceed with data collection.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the DUT-IREC according to the DUT-IREC Standard Operating Procedures (SOP's).

Please note that any deviations from the approved proposal require the approval of the DUT-IREC as outlined in the DUT-IREC SOP's.

It is compulsory for a student or researcher to apply for recertification on an annual basis. The failure to do so will result in withdrawal of ethics clearance. It is the responsibility of the researcher and the supervisor to apply for recertification.

Please note that you are required to submit a Notification of Completion of Study form together with an abstract to the DUT-IREC office on completion of your study.

Yours Sincerely

Prof J K Adam
Chairperson: DUT-IREC

APPENDIX H:

EDITORS REPORT

3rd December 2023

To whom it may concern

**LANGUAGE EDITING REPORT: DELISILE PORTIA NDULI (STUDENT
NUMBER:16401695**

This report confirms that the master dissertation titled:

“ Supply Chain Management System Challenges in the eThekweni District of the South African Police Service” submitted by **Delisile Portia Nduli from the Department of Business Administration, Faculty of Management Sciences, Durban University of Technology (DUT)** has been edited for language. The editing process was undertaken to ensure that the dissertation is free from such English language errors as (but not limited to) those of clarity, coherence, grammar, punctuation, spelling, style and syntax. Neither the research contents nor the author’s intention was altered in any way by the editor.

In addition to the language editing undertaken, errors and omissions were detected regarding the referencing in text and the reference list; the candidate was advised to make the necessary changes.

Should you have any questions or comments, please do not hesitate to contact me.

Sincerely

Dr V Moodley

Cell: 0829390752

Email: vadivelumoodley@gmail.co