

Utilization of the Supply Chain Process in the Head Office Divisions: A Case of the South African Police Service

Stephinah Mokgohlwe Mahlangu and Jacob Tseko Mofokeng

Author(s) Biography

Stephinah Mokgohlwe Mahlangu is a master's degree student at Southern Business School, 10, R28, Diswilmar, Krugersdorp, 1739, South Africa.
MahlanguSM@saps.gov.za

Jacob Tseko Mofokeng, Ph.D. (Corresponding author) is an Associate Professor and the postgraduate program coordinator, Tshwane University of Technology, Soshanguve South Campus, 2 Aubrey Matlakala St, Soshanguve, Pretoria, 0001, South Africa.
mofokengjt@tut.ac.za

ABSTRACT: *This paper on Supply Chain Management (SCM) is intended to investigate to what extent Supply Chain Management (SCM) policies and procedures are effective at Head Office Divisions of the South African Police Service (SAPS). Thirty (30) participants were interviewed, all of whom had extensive experience with regard to the SCM processes and procedures. These participants were divided into three Focus Group Discussions (FGDs). From these FGDs, the authors were able to assess relevant problems that could be used to probe participants' perceptions, and to learn from their experiences how to strengthen the SCM strategies in the SAPS. From the research findings, it emerged that the SAPS supply chain officials' turnover, skills shortages that need to be addressed in order to align the SAPS processes with its SCM strategy-sustainability initiatives. The majority of the participants pointed out that there is an urgent need for the SAPS to ensure that all internal role-players need to start to function together towards a common goal of being efficient and to ensure that the process of integration becomes effective in order to render effective service delivery.*

Keywords: *Governance, management, supply chain, service delivery, public sector*

Research indicates that there is a significant governance challenge experienced in public sector organizations, due to poor corporate governance (Atieno, 2009; Gnan, Hinna, Monteduro and Scarozza, 2013). Poor corporate governance has been empirically proven to have a negative impact on public sector performance (Atieno, 2009; Shungu, Ngirande and Ndlovu, 2014; Wong, 2004). In a study carried out on parastatal governance problems in Kenya, the following characteristics emerged: inefficiency in operations, huge financial losses and the provision of poor products and services (Atieno, as cited in Mokogi, Mairura and Ombui, 2015, 1-11). All these challenges are attributed amongst others, to poor governance, poor public sector financial management, bureaucratic wastage and pilferage in the management of parastatals, all of which subsequently lead to heavy budgetary burden upon the public (Mokogi et al., 2015, 1-11). This article highlighted the challenges of implementing SCM in the SAPS.

PROBLEM STATEMENT

SCM is one of the key mechanisms enabling government to implement policy (National Treasury [NT] Republic of South Africa, 2015, 1). It is well known that public sector SCM in South Africa is imperfect. There are constant allegations of corruption and inefficiency, often characterized by service delivery failures, poor audit outcomes and financial management challenges including corruption (Munzhedzi, 2013:281). Corruption in the procurement process is one of the biggest challenges facing the South Africa government. Procurement in the South African public sector through the tendering process has been used with a particular aim of addressing the past discriminatory practices and policies by empowering the previously disadvantaged majority (Munzhedzi, 2016, 1). However, this is not the case as service delivery protests are a sign that people feel that they are not receiving the quantity or quality of services they need. Its strategic importance has not been recognized and it has been under-capacitated (NT, 2015, 4). As the public sector entity, the SAPS is not an exception.

BACKGROUND TO PROCUREMENT REFORMS

Procurement reforms in South Africa started in 1995, and were directed at two broad focus areas, namely the promotion of principles of good governance and the introduction of a preference system to address certain socio-economic objectives. The procurement reform processes were embedded in Section 112 of the Municipal Financial Management Act (MFMA) No 56 of 2003 and Section 76(4) (C) of the PFMA Act No. 1 of 1999 as amended by Act No. 29 of 1999 and the Preferential

Procurement Policy Framework Act (PPPFA) No 5 of 2000. In 2001, the National Treasury completed a joint Country Assessment Review (CPAR) with the World Bank to assess procurement practices throughout the public sector. The CPAR identified certain deficiencies in the current practices relating to governance, interpretation and implementation of the PPPFA and its associated regulations (Ambe & Badenhorst-Weiss, 2011; NT, 2005).

Public procurement in South Africa has been granted constitutional status and is recognized as a means of addressing past discriminatory policies and practices (Bolton, 2006 as cited in Munzhedzi, 2016, 2). Procurement is also central to the government service delivery system in South Africa (Ambe & Badenhorst-Weiss, 2012, 242). The systems of procurement and provisioning were fragmented, owing to the fact that tender boards were responsible for procurement, whereas provisioning was largely underwritten by norms and standards in the logistics system driven by the National Treasury. Effective and efficient financial management in government was continuously questioned. Similarly, the logistics system as a tool for asset management raised concerns because of a lack of proper handling of movable assets in the government environment (Mkhize, 2004, as cited in Ambe & Badenhorst-Weiss, 2011, 11565).

Public procurement or public sector supply chains can play a key strategic role in the Government's ability to execute its mandate of service delivery to communities in terms of the construction of roads, the supply of water, sanitation and sewerage systems, and the provision of electricity. This can only happen by way of effective supply chain management frameworks, managed by competent officials (Hanks, Davies & Perera, 2008, 4). Hanks et al. (2008, 3) are of the view that SCM operates within a regulatory framework set by the national government and extended by provinces and local government bodies to specific policies, legislation and regulations.

LEGISLATIVE FRAMEWORK FOR PROCUREMENT

Section 217(3) of the Constitution requires that national legislation prescribe a framework within which the preferential procurement policy must be implemented. The PPPFA was promulgated in response to this constitutional imperative. Procurement by organs of state (national and provincial departments, municipalities, constitutional entities and public entities) is also governed by a number of other pieces of legislation (Ambe & Badenhorst-Weiss, 2012; Khalo, 2014; Moeti, 2014;

Munzhedzi, 2013; Pauw, 2011; Pauw & Wolvaardt, 2009).

The PFMA (76[4] permits the National Treasury to make regulations or issue instructions applicable to all institutions to which the Act applies concerning “the determination of a framework for an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost effective” (Watermeyer, 2011, 3). Also, the procurement provisions of the MFMA are similar to the provisions of the PFMA, but contain more detail on the system. Section 112 of the PFMA Act No. 1 of 1999 as amended by Act No. 29 of 1999, permits the Minister of Finance to issue a prescribed regulatory framework for SCM that covers a number of specific issues. The SCM regulations issued in terms of the PFMA and MFMA Acts lay down the requirements for the governance of procurement processes and establish a high-level government policy. Each organ of state is required to determine its own procedures and policies, which are consistent with the legislative framework (Ambe & Badenhorst-Weiss, 2011; Watermeyer, 2011).

METHOD

DESIGN

This case study employs an exploratory-descriptive qualitative research design. Case study research is descriptive and exploratory and is defined as an approach to research that enhances the exploration of a set of variables within a specific context using a variety of data sources (Baxter & Jack, 2008, 544). According to Malhotra (2004, 77), the use of this technique as common with exploratory studies where the main focus is on gaining insight into a specific subject and especially on research problems where fewer studies have been conducted (Malhotra 2004, 77). Data was collected by means of semi-structured interviews, with the three focus groups comprised of ten participants per group from the Head Office Divisions in the Gauteng Province. A qualitative research design was deemed most appropriate to ascertain participants’ views regarding current practices or the utilization of the procurement processes in the SAPS, as well as to determine those factors which can be found to contribute to poor policy implementation. Through the interview schedule, an attempt was made by the authors to determine, if the participants would be able to interpret and apply SCM policies and standards as prescribed by the National Treasury. Only five out of eleven Divisions were approached due to the scope of the study, which is a master’s degree, insufficient time as well as the costs implications in the case a larger study could have been conducted.

POPULATION AND SAMPLING

Maxfield and Babbie (2012, 15) point out that the population for a study is that group, usually people, about whom one attempts to draw a conclusion. The population relevant to the purpose of the study should be all general SAPS officials deployed in the nine provinces of South Africa. Interviews would need to be conducted with all these participants, in order to be able to derive a conclusion. However, due to insufficient time, and the costs involved in a study, where the whole population is used as the sample, the researcher focused on a smaller group (target population) of participants in a specified precinct.

A sample is a small portion of the total set of objects, events or people of which together comprises the subject of study (Seaberg, 2003, 240). The goal of selecting a sample within qualitative design is “gaining a deep understanding of some context experienced by a careful selected group of people” (Maykut & Morehouse, 2003, 21). This is the strategy according to which particular settings, persons or events are selected “deliberately in order to provide insight into important information that cannot become as well from other choices” (Maxwell, 2005, 70). For the purpose of complementing data-gathering methods in addition to the literature study, three FGDs were conducted:

- **FGD 1** - comprised of 5 Colonels and 5 Lieutenant Colonels;
- **FGD 2** - comprised of 10 Captains who are immediate Commanders for Demand & Acquisition Management and Logistics Management, responsible for first line inspection; approval of schedules for payments; and
- **FGD 3** - comprised of 10 Administration Clerks responsible for sourcing of quotations, obtain necessary authorizations, process payments of suppliers and capture data in different related SCM systems.

Thirty (30) participants were interviewed, all of whom had extensive experience with regard to the SCM processes and procedures. From the 30 participants interviewed, thirteen (13) were male and seventeen (17) were female. The majority of the participants indicated that they had served the majority of their time within the SCM environment both in the SAPS (N = 17); as well as within the other public sector departments (N = 9). The remaining participants (N = 4), indicated that they had a ‘working knowledge’ regarding SCM processes and procedures. From these FGDs, the researcher was able to assess relevant issues that could be used to probe

participants' perceptions, and to learn from their experiences how to strengthen the SCM strategies. The FGDs took place between January and May 2016. Wimmer and Dominick (2011, 110) point out that there are two types of sampling methods: probability (where the probability of selection is known or the universum's boundaries are known); and non-probability sampling techniques (where the probability of sampling is unknown or the universum's boundaries are not known). According to Hagan (2000, 125), there are seven types of non-probability sampling technique. These are convenience, purposive (judgemental), quota, theoretical, snowball, partial and the saturation non-probability sampling techniques.

For the purpose of this study, a purposive non-probability sampling technique was applied. The reason for this choice was to identify key or knowledgeable participants active within the SCM environment. Data was analysed according to the descriptive approach of Tesch (1992, 117-141), following an eight-step approach. This method helped the research team to reduce data into themes, sub-themes and categories. During the focus group interviews, the first author made use of audio recordings of the data, by means of a tape recorder. Descombe (2010, 186-187) discusses the recording of interviews. Descombe (2010) states that researchers should not depend on human memory only, as it is unreliable. Descombe (2010, 187) mentions two ways of recording that can be used simultaneously. One is field notes, when the researcher takes notes during the interview relating to the context of the location, climate and atmosphere of the interview, clues about the intention behind the statements, and aspects such as non-verbal cues. Audio recordings offer a permanent record that is complete. The authors used both methods. Participants were clearly informed about the aims of the research, and were also asked for their permission to record the interviews. The code of ethics of the Southern Business School and the Human Science Research Council were adhered to. Care was taken not to ask invasive questions and permission was obtained from the SAPS to involve members of the research population for questioning on their perception regarding SCM processes. The recorded data were transcribed *verbatim*, which facilitated the process of data reduction (that is, production into themes and sub-themes).

RESEARCH RESULTS

THEME 1: THE EFFECTIVENESS OF THE SCM PROCESSES

When asked for their views regarding the SCM processes in the SAPS, the majority of the participants firstly

explained the process involved. The emerging theme from the responses was that in a usual supply chain, raw materials are procured and items are produced at one or more manufacturers or suppliers, shipped to warehouses for intermediate storage, and then shipped to the end-users in the SAPS. From the responses, it emerged that different managers are responsible for the different activities that are part of these processes, and many problems occur due to the lack of communication. The flexibility and change required is often difficult for organizations and their employees. It is, however, the ability to embrace necessary changes that will position a company to take advantage of the benefits of supply chain management. Because the supply chain is a dynamic entity, the implications are that the SAPS should be a learning organization, in order to adapt and therefore organise its operations towards change. The SCM Managers must anticipate resistance from some of its employees, and be prepared to deal effectively with it. Training in the concepts of SCM will aid in this effort. Also, as with any organizational change, the new ideas must be supported and embraced by all levels of management. Some of the comments in this regard read as follows:

...the processes are in place but they are not running smoothly as compared to the private sector SCM. As a result, there is long chain that cause the process very long and time consuming... (FGDs 1)

Time consuming and not running smoothly because of a lack of communication between the managers and finance department... (FGDs 2)

...the processes are well defined however, the slight challenge is that there is a tendency within the system that leads to delay in processing the requisition... (FGDs 3)

The above responses indicated that there is an outcry from the participants regarding the fact that the introduction of effective communication and coordination are essential, and that the procurement of products with shorter life cycles is needed within the SAPS. Simchi-Levi, Kaminsky and Simchi-Levi (2009) as cited in Naude and Badenhorst-Weiss (2011, 70-71) acknowledged that intensified competition in global markets, the introduction of products with shorter life cycles, growing customer expectations, ongoing developments in communications, and transportation technologies, have forced businesses to invest in, and direct attention towards, their *supply chains*. Consequently, in order to remain competitive, there is pressure on businesses to decrease costs and enhance customer service levels (Naude & Badenhorst-Weiss, 2011, 70-71).

Arshinder, Kanda and Deshmukh (2008, 316-335) concur that the continuously evolving dynamic structure of the supply chain poses many interesting challenges for effective system coordination. The Supply Chain (SC) members are dependent on each other for resources and information, and this dependency has been increasing in recent times, due to outsourcing, globalisation, and rapid innovations in information technologies. This increase in dependency brings some extent of risk and uncertainty too, along with benefits. To meet these challenges, SC members must work towards a unified system and coordinate with one another. There is a need to identify the coordination mechanisms which helps in addressing the uncertainty in supply chain and achieving supply chain coordination. Supply chain members cannot compete as independent members. The product used by the end customer passes through a number of entities, contributing in the addition of value to the product before its consumption.

Research indicates that demand management is integral to the SCM process. It defines the decision-making process that allows departments to procure at the right time, at the right place and at the right cost. However, many government entities are still faced with the challenges of improper planning and linking demand to budget (Ambe & Badenhorst-Weiss, 2011, 2012). Cost-effective procurement depends on a specialist's skills to ensure that buying requirements are reliably determined, appropriate contract strategies are developed, contracts are well managed, and opportunities are seized so as to secure the best deals at the right time and at the right price. The importance of drawing up accurate and realistic strategic plans cannot be overestimated. At times there is an absence of coherent plans. Some government entities cannot properly quantify the needs of those requiring their services or properly estimate costs, nor can they accurately track, control or report on expenditure (Luyt, 2008 as cited in Ambe & Badenhorst-Weiss, 2011, 251). Luyt (2008), as cited in Ambe and Badenhorst-Weiss (2011, 251), indicates that there is a need to monitor the delivery of services properly so as to ensure that scarce resources are efficiently and effectively procured. Poor planning and budgeting have also affected the implementation of SCM. It is therefore vital that SCM practitioners adequately link demand planning to budget.

Sub-theme 2: Procurement process

When asked what were their views regarding the SCM processes when acquiring goods and services, the majority of the participants concurred there is an urgent need for the SAPS to ensure that their internal functions begin to understand the workings of the larger systems to which they belong, and begin to generate a clearer

understanding of the scope of supply chain integration. This means that all internal role-players need to start to function together, towards a common goal of being efficient, and ensuring that the process integration becomes effective as well. This could be achieved by ensuring that a common understanding of supply chain integration is emphasised by SCM Managers. Some of the comments from the FGDs were as follows:

The process is slow. There are also too many unnecessary documents. It is essential that the process should be computerised... (FGDs 2)

...The process takes too long and the end-users are getting impatient when they have to wait for their application to be approved. (FGDs 3)

The delay caused by the SCM Managers create a red-tape. The process needs to be shortened as some are the duplication of what other sections are performing. There are also many databases at different Head Office Divisions with outdate supplier details. There is also a lack of efficient software to speed up the process... (FGDs 1)

The above responses indicated that the participants were concerned about the SCM practices at the Head Office the duration it often takes for the end-users to receive goods and services. From the responses, it seems some of the SAPS business units or departments have not yet considered the impact of their actions to function in silos, and the long-term negative consequences towards the performance of the SAPS. It is essential that an effective SCM Performance Management System be developed and implemented in accordance with departmental policies and procedures and applicable legislative requirements. Furthermore, various elements of the SCM Cycle should also be monitored for adherence to the relevant legislative requirements and internal departmental policy and procedure. This could be realised through successful process integration between SCM managers towards building improved channels of communication and teamwork, as with silo mentality and lack of communication, which is seen as the major stumbling block in supply chain management processes. Organizational culture and human nature will not change overnight. Until parties understand that it is in their own best interest to share information, supply chain management success will remain an uphill battle.

THEME 2: HUMAN RESOURCES CAPACITY

When asked whether SCM personnel have adequate capacity to handle SCM processes, there were divergent views with respect to whether employees possess technically adaptable skills. Despite the fact that the participants indicated they attended internal courses

relating to the SCM processes, the emerging theme was that they do not have the requisite technical skills. These findings were also validated on Theme 3 below. Participants indicated that although they are provided with adequate training to make full use of SCM processes, others complained that some of the external courses they attended were not relevant to building their technical skills. It is encouraging to note that the SAPS was addressing participants' skill gaps in the short term, by focusing on in-house and on-the-job training. In the longer-term, this has implications for more pro-active technical skill development and opportunity for the organization. Organizations, both in the public as well as private sector, have generally developed skill sets internally. While there was an emerging trend to source consultants, the government has, to a large extent, discouraged this practice. Therefore, new employees would still require on-the-job training and experience regarding SCM processes in the SAPS.

Sub-theme 2: The adequacy of current internal courses

When asked if the current internal courses were adequate to empowering the SCM personnel to perform their duties, the majority of the participants indicated that technical development courses in the area of SCM processes are essential for supply chain personnel to stay current. It emerged that the most common means of employee development are on-the-job training and external courses, though some of the participants, as highlighted earlier, preferred internal courses. It also emerged that the participants were satisfied with the training they had received, and that it has met their needs. Internal training tended to be focused on technical SCM and logistics development, interpersonal and people management skills (e.g. supervisory skills, team building, negotiations, leadership and coaching) as well as health and safety. There were mixed views regarding the usefulness of the external courses.

While there are several courses and programmes related to logistics and SCM being offered, some of the participants indicated that technical training courses that meet the needs of SCM personnel are difficult to find. From the findings, it seems that university and colleges need to discuss with the SCM to understand the needs of the industry. Industry alliances are a common mechanism to develop curriculum or work programmes, and are less common for practical activities. The only challenge though from the findings, was that from it also emerged that there was a high migration of SCM personnel to other government departments. This could be attributed to promotion opportunities. It is the view of the researcher that attraction and retention of talent, particularly of

knowledge workers, are vital to the sector's ability to focus on improvements to the SAPS SCM. This is of paramount importance, as supply chain performance directly impacts the performance of the SAPS. Some of the comments were as follows:

...yes, it definitely makes a big difference when one is nominated and allowed to attend courses. Processes and systems are discussed and this goes a long way to increase ones capacity... (FGDs 1)

...the public aligned courses done internally are adequate. The problem is when the external courses are offered as some of them are not relevant to the public sector environment, as we are governed by National Instructions and Standing Order... (FGDs 2)

...not adequate. More intensive training on lower level is required... (FGDs 3)

THEME 3: GOVERNANCE

Sub-Theme 1: Factors contributing to non-compliance to SCM policies and procedures

When asked what factors contributed to non-compliance to SCM policies and procedures, the majority of participants concurred that the lack of the requisite SCM knowledge and competencies in some of the SAPS business units or departments and the absence of a stricter regulatory framework predisposed or created a culture within departments to non-comply with prescribed SCM requirements. Some of the comments were as follows:

...lack of knowledge and experience including training are some of the contributing factors to non-compliance. Not having access to the prescribed policies and procedures, contributed as well and some level of ignorance create uncertainty... (FGDs 1)

...lack of poor planning and failure to do proper needs analysis by the SCM Managers are the contributed to non-compliance. Abuse of authority by senior officials forces the SCM Managers to 'cut corners', due to pressure to procure goods and services within a prescribed timeframe as a result there are flouting of policies and procedures... Appointment of untrained personnel is also a challenge... (FGDs 2)

...lack of training due to the constant replacement of personnel as a result of promotion and transfers within the SAPS and to the other government departments. Some of the personnel appointed do not have interest in the SCM processes and created unnecessary errors... (FGDs 3)

The above responses from the FGDs confirmed that lack of relevant managerial and planning skills as major challenges for collaborative SCM processes. However, these findings do not necessarily mean that all the role-players or SCM personnel were not adequately trained. This might be one of the areas where it was found that a business unit did not meet the requirements, given its limited skill and capacity. The findings, though, might probably be linked to the previous incidents in respect of demand management.

Although not necessarily an area that would prompt non-compliance, it is a crucial decision making process that gives effect to efficiency gains and service delivery improvements. The challenge is more about how to acquire or exchange skills adapted to new and collective SCM processes. Specialised training is therefore needed. The other challenge highlighted by participants was the lack of commitment to timely and accurate data collection and/or reporting by SCM personnel. This could be due to the fact that there was a limited supervision of supply chain management tasks at service delivery points to monitor the performance of the SCM personnel.

Unclear guidelines and inadequate training of SCM personnel in procurement processes could contribute to poor performance, which could result inattention to procedures, process quality concerns, and timelines. The implications for the SCM Managers are that training gaps and limited capacity ought to be identified for quantification, so that they are addressed timeously, to improve SCM procurement processes.

Sub-theme 2: Strategies in place within the Division to reduce fraud and corruption related activities when procuring goods and services

When asked what strategies within the Division are in place to reduce fraud and corruption-related activities when procuring goods and services, the majority of the participants indicated that monitoring, evaluation and auditing are in place to curb the occurrence of fraud and corruption. According to Schultz and Søreide (2006), as cited in Heggstad and Frøystad (2011, 3) and Frøystad, Heggstad and Fjeldstad (2010, iv), corruption may arise in any step of the procurement procedure if the processes are not structured and managed in a transparent, accountable, and professional manner. Corruption can arise through violations of ordinary procurement rules or through misuse of legal authorization of discretionary decisions from the rules. Many practices have an unclear legal status. Some of the comments were:

Audits are conducted regularly but the corruption related activities will always be there because of a human factor.

There will always be someone who gets away with it... (FGDs 1)

...the procurement officers such as the Public Service Personnel no longer nominate suppliers. The Resource Committee decides who would be the appropriate supplier after tendering process has been concluded... (FGDs 3)

The above responses indicated that regular checks on quality are in place. This is essential because, if appropriate prevention and detection methods are not implemented, the SAPS may suffer loss in terms of fruitless expenditure. Routine checks for non-deliveries, repeat deliveries for the same order and discrepancies between purchase orders and delivery are a few of the procedures needed to reduce fraud risks. Fraud and corruption in the procurement function (such as illicit rebates, kickbacks and dubious vendor relationships) are all too common. While the risk can never be fully eliminated, a company can implement controls to reduce their likelihood. Such controls need to be well considered and robust enough to be relevant to the ever-evolving modus operandi of how procurement irregularities are committed. Instances of fraud and corruption in the procurement cycle are not easy to detect, prove or prosecute. They are often dealt with internally, and implicated employees are allowed to “resign”, with their reputations intact (Deloitte, 2014, 1).

During a normal business cycle, a high-risk fraud environment is typified by pressure, rationalisation and opportunity. These factors are exacerbated by local and global economic factors, including regulations that affect the ability of citizens to increase their personal debt financing to support lifestyles to which they have become accustomed. Trends show that the current economic factors are increasing the pressure on individuals to meet and maintain double-digit growth experienced in years past. It is this type of mind-set in slower economic times that can contribute to increased fraudulent activity. Employees that are offered a bribe will often ask themselves whether the risk is more than their job is worth, right or wrong, and whether they will be caught. If they do decide to accept a bribe, there will be a high risk of multiplicity in perpetrating the fraud in order to circumvent internal controls (Deloitte, 2014, 1).

THEME 4: SUITABLE SC STRATEGIES FOR A SOUND SCM PROCESSES WITHIN THE SAPS

When asked what suitable strategies participants recommended for a sound SCM processes to be in place within the SAPS, the majority of the participants indicated that effective strategies need to be employed

that focus on accountability upon all SAPS officials, regardless of rank, for any loss incurred as well as more transparency regarding the SCM processes. It emerged that the participants were of the view that the SAPS is yet to develop an understanding of the activities that address sustainability of the SAPS as an organization. To be more specific, SCM personnel and managers need to comprehend strategies that will ensure the SAPS as the leading, sustainable public service organization that offers quality of service delivery to its employees, the public and other key stakeholders across government departments. Some of the comments were as cited below:

...the signing of the SCM code of conduct which makes one liable when engaged in fraud and corruption related activities [...] The segregation of duties policy which limits one not to perform all the transactions. Performance inspection should be instituted and sanctions be effected accordingly where necessary...

...for the purposes of reducing irregular or unauthorized expenditure within the SAPS, it is essential that adequate training for SCM personnel be provided, so that they will know what to do in all the situations, and the consequences of such actions...

...code of conduct should not only be signed by all SCM personnel but the monitoring and evaluation should also be adequate...

The above responses indicated that good governance is essential towards the implementation and understanding of new and improved organizational strategies within the SAPS for the purposes of sustainability and proficiency, in order to respond to the needs of the internal and external end users. From the findings, it seems there may not be enough SCM personnel to maintain the full segregation of duties. The minimum level of segregation of duties within the SAPS should therefore be as follows: [Insert Figure 1 here]

In an effort to address a potential gap in technical skills, the implications for the SAPS are that the organization ought to consider a development programme in connection with succession planning efforts, in case some key employees decided to leave the organization. A capacity development programme beyond internal courses ought to focus on the development of potential managers, as well as the support SCM personnel competencies. These strategies towards capacity building should provide support, resources, information and learning opportunities that will systematically target and improve desired performance and behaviours.

According to Narasimhan, Kim and Tan (2006), as cited in Arora (2014, 15), effective SC strategy can be viewed

as a pattern of decisions related to sourcing products, capacity planning, conversion of raw materials, demand management, communication across the supply chain, and delivery of products and services; thereby, SCM strategies should harmonise with business unit and corporate level strategies. Arora (2014, 15) argues that, furthermore, many companies view their supply chain activities strategically, due to factors such as scarcity of resources, turbulence in supply markets, and intensified competition. In a business-strategy context, sustainability of organizations has often been viewed in terms of profitability and economic well-being of the shareholders. Organizations are obliged to create wealth and economic value for individuals and entities invested in the organization.

SUMMARY OF THE FINDINGS

The research findings clarify the main benefits associated with the adoption of SCM best practices for implementation during procurement processes in the SAPS. Essentially, the main findings focused on what these concepts involve and what effects they have on the entire supply chain. A number of the advantages are illustrated in Figure 1, which offers a summary of the adoption of the minimum segregation of duties. From the research findings, it was quite obvious that the SAPS encounters various difficulties and challenges that need to be overcome in order to move ahead with their SCM strategy-sustainability initiatives. Complexity within an organization may arise through a diverse set of factors both external and internal. SCM within the SAPS should involve the management of all the inter-linked activities in order to improve integration within the supply chain, including planning, production, procurement, distribution and customer service. As one of the biggest organizations in the public sector with approximately of 194 730 staff profile as on August 2016 (SAPS, 2016, 34), it is essential that due diligence is attained regarding the following:

Compliance with all legislative and regulatory requirements

All procurement will be made in accordance with the legal regulations of the jurisdiction and comply with all donor regulations.

Effective internal controls and Risk Management Measures

To the extent that it is possible, internal control mechanisms and risk management measures will be put into place to safeguard resources.

The SCM process be guided by principles that provide guidance

When properly applied, they lead to best practices in the SCM process. The principles include:

- a. Competition, Transparency, and Openness Procurement activities will be conducted in an open and impartial manner using transparent, open purchasing processes, adequately testing the market, avoiding biased specifications, and treating all suppliers consistently and equitably, so that potential vendors and donors can have confidence in the outcome of the procurement process.

Attraction and retention

Given that the retention of key employees is one of the most common human resources challenges currently being faced, it is not surprising that the participants also indicated that the SAPS is encountering a variety of retention challenges. The risk of losing knowledge and experience as a result of promotion opportunities elsewhere, retirement is not necessarily a pressing human resources challenge; however, strategies to develop retention of SCM personnel is essential to ensure that the transfer of knowledge and experience receive more attention. Therefore, the SAPS policy makers should develop such a strategy, by providing, amongst other things, a clear career path and flexible work schedules.

Good governance

Given the fact that the findings indicated that some of the senior managers flouted SCM processes, it is becoming strategically important the SCM Managers be empowered to be unbiased, and adhere to the SCM policies and procedures without favour or fear.

Training and development/education

Given the nature of SCM, and the growing complexity of the environment, there is a continued demand for specialist training and development for the SCM personnel. In an effort to address a potential gap in leadership and SCM personnel in general skills, the SAPS should consider a development programmes consistent in evaluating effectiveness and adequacy, in connection with succession planning and capacity building efforts.

CONCLUSION

The findings of this study indicated that the most significant threat facing the SAPS SCM is a lack of adequate skills. In order for there to be any kind of significant change to the SAPS service delivery challenges, both internally as well as when it comes to responding to the larger public, it is imperative that the SAPS top management implements an effective SCM strategy, supported by the appropriate skills. Unclear protocols where some of the senior managers flout policies, ought to be addressed, and inadequate training of SCM personnel for appropriate data collection and

utilization regarding SCM processes and procedures should be addressed. Lack of holistic planning and long-term planning, as highlighted by the participants, should be also be addressed by the SAPS top management and institute accountability on supply chain performance at all levels.

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APPENDIX

FIGURE 1

Minimum segregation of duties

THE PERSON WHO	SHOULD NOT
Prepares a purchase requisition	Approve that purchase requisition.
Sends out a quote request and conducts the bid committee	Receive the purchase quote.
Prepares a purchase order	Approve that purchase order.
Issues a purchase order	Receive the goods.

Source: Catholic Relief Services (2011, 7)