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NAVIGATING BARRIERS TO EFFECTIVE POLICE COMMUNITY SERVICE CENTRES DELIVERY IN KRAAIFONTEIN

应对克拉伊方丹警民社区服务中心高效服务供给的障碍

Patricia Tsoho¹, Dee Khosa¹ , J.T. Mofokeng¹ , Kabir Abdulkareem^{1*} 

¹ Law, Safety and Security Management, Tshwane University of Technology, South Africa,

*Correspondence: AbdulkareemKO@tut.ac.za

Abstract

South African Police Service (SAPS) Community Service Centres (CSCs) across various provinces have long faced significant barriers that hinder effective service delivery to community members. This study focuses on the challenges encountered by the SAPS in providing services at the CSCs in Kraaifontein, Western Cape. It aims to explore the reasons behind issues such as lack of professionalism, insufficient resources, poor communication, and long wait times, all of which contribute to client dissatisfaction. Organized around three central themes community perceptions of SAPS CSCs, resource limitations on service delivery, and time and client management practices—the study reveals that inadequate service delivery leads to a loss of public trust and diminished community support. The research highlights effective practices, such as comprehensive training and

Keywords: Community Policing, Effective Policing, Community Service Centres, South Africa, Service Delivery

关键词: 社区警务, 高效警务, 社区服务中心, 南非, 公共服务供给



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capacity building, which can enhance operational efficiency at the CSCs. The theoretical framework employed includes Community-Oriented Policing (COP), alongside Critical Social Theory and Social Resource Theory. A qualitative research approach was used to gather insights and propose solutions to these challenges. This study is significant as it examines the Western Cape, where the SAPS is actively developing strategies to combat high crime rates in Kraaifontein. The barriers to effective service delivery at the Kraaifontein SAPS CSC have not been thoroughly researched or documented, making this study particularly valuable. The recommendations derived from the Kraaifontein CSC perspective could serve as a model for other regions within and beyond the Western Cape. In conclusion, the study emphasizes that continuous improvement in service quality can be achieved through COP, which facilitates resident involvement in crime prevention initiatives, empowering them to take an active role in creating safer neighborhoods.

摘要：

南非警察局 (South African Police Service, SAPS) 在各省设立的社区服务中心 (Community Service Centres, CSCs) 长期以来面临诸多障碍, 严重影响其向社区居民提供高效公共服务的能力。本研究聚焦于西开普省克拉伊方丹 (Kraaifontein) 地区SAPS社区服务中心在服务供给过程中所面临的挑战, 旨在探讨导致专业性不足、资源匮乏、沟通不畅以及等待时间过长等问题的深层原因, 而这些问题直接引发了公众的不满情绪。研究围绕三个核心主题展开: 社区对SAPS社区服务中心的认知、资源限制对服务供给的影响, 以及时间与客户管理实践。研究结果表明, 服务供给不足会导致公众信任下降并削弱社区支持力度。

本研究还指出, 通过系统化培训与能力建设等有效实践措施, 可显著提升社区服务中心的运营效率。研究采用的理论框架包括社区导向警务 (Community-Oriented Policing, COP), 并结合批判社会理论与社会资源理论。研究方法采用定性研究取向, 以深入获取实践经验并提出相应的改进对策。

本研究具有重要意义, 因其聚焦于西开普省这一SAPS正积极制定策略以应对克拉伊方丹高犯罪率问题的地区。目前, 关于克拉伊方丹SAPS社区服务中心高效服务供给所面临障碍的系统研究和文献记录仍然有限, 使得本研究尤其具学术价值。基于克拉伊方丹社区服务中心视角提出, 通过社区导向警务的持续实施与优化服务质量, 可有效促进居民参与犯罪预防行动, 增强其主体意识, 从而共同营造更加安全的社区环境。

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1. Introduction

Overtimes, the issues of effective service delivery by the South African Police Services (SAPS) Community Service Centres (CSCs) across the country have generated concerns for the community members. Effective service delivery primarily involves supporting the core functions of policing, and the efficiency of

these services must be quantitatively measured and adequately resourced to meet client needs. Despite these imperatives, SAPS Community Service Centres (CSCs) frequently encounter significant challenges that impede their capacity to deliver quality services. The reliance of clients on SAPS for effective service delivery is critical. Client dissatisfaction can lead to

negative attitudes, tarnishing the organization's image and diminishing client loyalty (Mokgehele, 2020:4). Van der Merwe, Van Graan, and Ukpere (2013:627) highlight that SAPS leaders face significant challenges in enhancing the organization's service delivery. Despite the existing policy framework and legislation designed to improve service delivery within SAPS, inefficiencies persist and continue to impact the organization negatively. Van der Merwe et al. (2013:627) attribute the poor-quality services delivered by SAPS largely to weak organizational leadership. The persistent inadequacies in service delivery at the CSC highlight the need for a thorough examination of the factors contributing to these barriers.

It is against this backdrop that this study aims to navigate the barriers hindering effective service delivery of the SAPS CSCs in Kraaifontein to the community they serve. The study uses qualitative method combined with theory of Community Oriented Policing to analyse the barriers to achieving effective community service delivery in Kraaifontein. The key question is to understand why issues of lack of professionalism, insufficient resources, poor communication, and long waiting times, contribute to client dissatisfaction to SAPS CSCs. Addressing these barriers is essential for improving the operational effectiveness of SAPS and enhancing public trust. Thus, this article examines the barriers to effective police service delivery within SAPS CSCs. It provides a comprehensive understanding of the obstacles faced by these centres. The study also offers strategic recommendations to accelerate improvements in service delivery, ensuring that SAPS CSCs can better fulfil the needs of their clients.

2. Theoretical Framework

The theoretical framework for this study is Community-Oriented Policing (COP), which emphasizes collaboration, trust-building, and proactive problem-solving between police and communities (Weerawardhana and Wijewardhana, 2024). Ferreira defines Community Policing as a philosophy of fully personalized policing, where the same officer consistently patrols and engages with the same area from a decentralized location. This approach enhances proactive collaboration with residents to identify and address local issues (Ferreira, 1996; Weerawardhana and Wijewardhana, 2024). Community policing prioritizes partnerships with various groups, including service providers, non-profit organizations, commercial enterprises, the media, and the general public. In addition, COP is complemented by other theories, such as Critical Social Theory and Social Resource Theory (Weerawardhana and Wijewardhana, 2024). While Critical Social Theory emphasizes on effective communication as well as community engagement, Social Resource Theory suggests the importance of

police responsiveness to community concerns for COP to be successfully implemented (Schneider, 1998; Lin, 2002). It is against this backdrop that this study adopts COP as its theoretical framework to explore how a lack of community involvement, unmet expectations, and police inefficiency contribute to service delivery challenges in Kraaifontein community service centres.

3. Research Methodology

This is a case study qualitative research approach that utilized extensive literature review combined with secondary data with blend of interviews to analyse barriers to effective police service delivery in Kraaifontein community. Kraaifontein, located within the City of Cape Town Metropolitan Municipality in the Western Cape province of South Africa. Kraaifontein is on the N1 highway towards Paarl and Worcester to the north and south of the city. Data collection was conducted through semi-structured interviews at the Kraaifontein police station, involving a sample of nine participants: one police officer and eight community members. Only one SAPS member from the Community Service Centre (CSC) was available to participate due to time of the research and busy schedule, while community members were hesitant to engage in the study. Those who volunteered expressed a desire for anonymity, citing concerns about disclosing their identities, including names and locations.

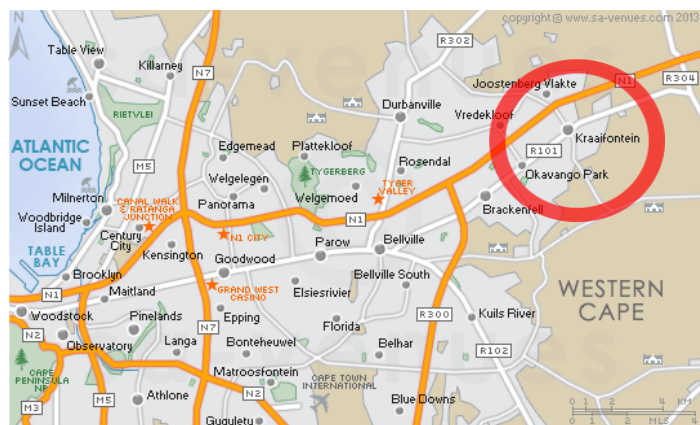
3.2. Selection of Research Object

The selection criteria for the research object focused on gathering insights from both law enforcement and community perspectives in Kraaifontein. The participants were chosen based on their direct experiences with the SAPS, with the aim of including at least a police officer from the CSC and community members. The limited participation was influenced by the availability of SAPS personnel and the community members' reluctance to engage due to concerns about privacy and anonymity. Moreover, nine participants were involved, including one police officer and eight community members which reflects a balance between official and grassroots viewpoints on crime and policing in the area.

3.3. Ethical Consideration

Ethical considerations were rigorously adhered to, in accordance with guidelines from Tshwane University of Technology and the Human Science Research Council of South Africa.

Figure 1: Map of Northern Suburbs of Cape Town showing Kraaifontein



Source: SA-Venues.com (2023)

Existing and relevant literature are reviewed to identify gaps of the study. Themes that emanated from the literature review are analysed in relation with the information gathered from the Kraaifontein police and community members for triangulation of sources.

4. Literature Review

Community Oriented Policing allows effective delivery of quality police services as it is paramount for maintaining law and order and building trust between the police and the communities they serve (Weerawardhana and Wijewardhana, 2024). Community Service Centres (CSCs) play an important role in this regard as it serves as primary points of contact between the police and the public. Hence, the effectiveness of service delivery at SAPS CSCs has been critically examined in various studies. Notably, Modise (2018) highlights the necessity of a comprehensive evaluation of client service delivery in the Kimberley cluster, pointing out significant gaps in service effectiveness. Also, Ngobese et al. (2017) investigate how service delivery affects community perceptions in public CSCs, noting that, in emerging economies, service quality can greatly influence community trust and engagement. Furthermore, Ngobese's (2011) doctoral dissertation analyzes client perceptions of service delivery in the Durban area by revealing that dissatisfaction often arises from a lack of resources and training. These studies emphasize the need for continuous assessment and enhancement of service quality in SAPS CSCs as they suggest that improved training and resource allocation could promote better community relations and enhance overall service delivery effectiveness.

Mokgehle (2020) examines how frontline service delivery affects customers of the South African Police Service (SAPS) in Pretoria's Sunnyside area. The study finds that interactions with frontline staff play a crucial role in shaping customer satisfaction and trust in the police. The author states that the key factors influencing service quality include staff professionalism, responsiveness, and the overall environment of service centers. The findings indicate that improving frontline service delivery can enhance community perceptions of

SAPS, leading to better relationships and increased public cooperation. The research highlights the vital importance of effective service delivery in building trust and ensuring community safety but not specifically focusing on Kraaifontein community.

Modise, et. al., (2020) conduct a critical evaluation of client service delivery in the SAPS Community Service Centres within the Kimberley cluster. Their study identifies systemic challenges, such as inadequate resources and training, that impede effective service delivery. The authors stress the importance of regular assessments and improvements to boost community trust and satisfaction. They advocate for a client-centered approach, suggesting that engaging with communities can lead to better service outcomes. In a related study, Mason, Ngobese, and Maharaj (2019) examine community perceptions of the service provided by SAPS Community Service Centres. Their research reveals diverse experiences, with some community members expressing dissatisfaction due to perceived inefficiencies and a lack of responsiveness. The authors argue that perceptions of service are closely tied to community relationships, indicating that positive interactions can enhance trust and cooperation with law enforcement. Both articles emphasize the need to improve service delivery quality in SAPS Community Service Centres and advocate for strategic reforms to enhance client engagement and satisfaction. The two studies highlight the necessity of adopting a holistic approach to service delivery that prioritizes community needs and perceptions toward strengthening police-community relations in South Africa. However, the studies often make general submissions in tackling service delivery in South African community but not able to provide detailed information on the relation between the SAPS and Kraaifontein community.

Phiri and Mcwabe (2013) examine customer expectations and perceptions of service quality at Pick n Pay supermarket stores in the Pietermaritzburg area, South Africa. Their study employs a quantitative approach, utilizing surveys to gather data from customers about their experiences and satisfaction levels. The authors identify key service quality dimensions, including reliability, responsiveness, assurance, empathy, and tangibles, and analyze how these factors influence customer perceptions. The findings reveal a significant gap between customer expectations and actual service delivery, with many respondents expressing dissatisfaction regarding staff responsiveness and service efficiency. The study highlights the importance of understanding customer needs and expectations to enhance service quality. Phiri and Mcwabe recommend that Pick n Pay implement targeted training for staff and improve operational processes to close the expectation-perception gap. The authors argue that different services elicit different expectations; for instance, clients expect more personalized and attentive services at a CSC compared

to a self-service supermarket (Phiri & Mcwabe, 2013:97). Furthermore, the authors stress that addressing these service quality issues, allows pick n Pay to focus on customer loyalty and improve its competitive position in the retail market. This study provides detailed information regarding the dynamics of customer service in the retail sector and the need for continuous improvement to meet evolving consumer expectations.

The work of Gopal, et al., (2015) explore public perceptions of service delivery by the South African Police Service (SAPS) over a span of twenty-one years. Their study employs qualitative and quantitative methods that gathers data through surveys and interviews to assess community attitudes towards police effectiveness and responsiveness. The findings indicate a persistent discontent among the public regarding service delivery, with many expressing concerns about inefficiency, lack of accountability, and inadequate communication. Thus, effective communication and listening skills are crucial for employees to meet these expectations and ensure client satisfaction (Gopal, et al., 2015:25). The authors highlight that historical factors, including socio-economic disparities and trust issues stemming from the apartheid era, continue to influence current perceptions of SAPS. The study emphasizes the need for SAPS to engage more effectively with communities to rebuild trust and enhance service delivery. The authors recommend targeted reforms that include improved training for officers and community outreach programs, as essential steps towards restoring public confidence. Their work sheds light on the complexities of police-community relations in South Africa and stresses for a comprehensive approach to address public concerns and improve service quality.

According to Uys and Senekal (2015: 88) review of a survey by Pondering Panda in 2012, a significant proportion of South Africans aged 18 to 34 have lost confidence in the police, primarily due to concerns over corruption, inadequate government support, and insufficient training for law enforcement officers. The findings reveal a troubling perception that the police are not effectively addressing crime or safeguarding communities. Many young respondents expressed feelings of disillusionment, believing that corruption undermines the integrity of the police force, while the lack of resources and training further exacerbates the problem (Uys and Senekal, 2015: 88-92). This erosion of trust highlights the urgent need for systemic reforms to enhance accountability and improve public safety. Mofomme and Barnes (2004) emphasize the critical balance between client satisfaction and employee job satisfaction in service delivery. They argue that organizations must prioritize understanding clients' needs and perceptions of quality to enhance service effectiveness. However, this focus on external service quality can inadvertently lead to neglect of internal

service quality, which is equally vital for organizational success. When employees feel undervalued or dissatisfied, their motivation and performance can decline, and also impact client interactions and service delivery. The authors suggest that for sustained high performance and loyalty, companies must create an environment where both clients and employees feel supported and valued. This dual focus can enhance a positive workplace culture, employee engagement and productivity while also meeting client expectations. Hence, employee satisfaction through training, support, and recognition, organizations will improve service quality, that can lead to increased client loyalty and long-term success. Achieving this balance is essential for maintaining a competitive edge in today's police service-delivery in community centres, including Kraaifontein.

Modise, et. al., (2020a:4) highlight that trust encompasses the public's confidence in the professionalism and ethical standards of police officers. However, barriers such as poor communication and limited public participation significantly hinder the co-production of services, which is vital for fostering a collaborative relationship between law enforcement and the community. To rebuild and strengthen this trust, enhancing transparency and responsiveness in police operations is essential. This can be achieved through regular community engagement initiatives, where police actively involve citizens in discussions about safety and service delivery. Provision of clear information about police activities and decision-making processes will allow law enforcement agencies to demonstrate accountability and commitment to community needs. Therefore, building trust through improved communication and collaboration not only enhances public perception but also promotes a safer, more engaged community.

Mason et al. (2019), state that the post-1994 democratic transition in South Africa prompted the SAPS to adopt a customer-oriented culture that showcase the need for improved public service. This shift is exemplified by the SAPS's name change and the embrace of the Batho Pele philosophy, which translates to "People First" Mason et al., argue that these changes aim to enhance accountability, responsiveness, and community engagement within law enforcement. Prioritizing the needs and rights of citizens, will allow SAPS to rebuild trust and establish positive relationships with the community, while aligning policing practices with democratic values and improving service delivery. Addressing resistance to change within organizations is essential for successfully implementing new initiatives, particularly in law enforcement. Dlamini (2020) emphasizes that fostering positive subcultures through effective planning and training can significantly enhance this transformation. To mitigate resistance and promote a culture of adaptability, law enforcement organization should engage employees in the change

process and provide them with the necessary skills and knowledge. Similarly, effective training programs not only equip staff to embrace new practices but also encourage collaboration and open communication (Schneider, 1998). Hence, nurturing a positive organizational culture will support a sustained change, drive improved performance, and ensure that the goals of transformation are achieved.

Daniels and Hendrickse (2017) examine the dynamics of service delivery within the South African Police Service (SAPS), focusing on the challenges and opportunities for improvement. Their study highlights the critical role of effective communication and community engagement in enhancing public trust and satisfaction with police services. The authors identify several barriers to optimal service delivery, including insufficient resources, inadequate training, and a lack of responsiveness to community needs. They argue that addressing these issues is essential for promoting a more accountable and transparent police force. Furthermore, Daniels and Hendrickse emphasize the importance of integrating community feedback into police practices, asserting that collaborative approaches can lead to more effective law enforcement. The study highlights the need for systemic reforms that align police operations with community expectations and democratic principles. This will improve its service delivery in Kraaifontein and other communities and restore public confidence and enhance the effectiveness of law enforcement in South Africa.

In furtherance, Zeithaml, et al., (2010) provide a comprehensive analysis of service quality and its impact on customer satisfaction in their influential work. They introduce the SERVQUAL model, which identifies key dimensions of service quality, including tangibles, reliability, responsiveness, assurance, and empathy. The authors argue that understanding these dimensions is crucial for organizations aiming to enhance customer experiences and enhance loyalty. Their research emphasizes the importance of aligning service delivery with customer expectations, suggesting that gaps between perceived and actual service quality can lead to dissatisfaction. Systematically measuring and improving service quality, businesses will lead to building stronger relationships with customers and gain a competitive advantage. The authors stress for a strategic approach to service management that prioritizes quality and customer engagement.

The "Learners' Guide Junior Management Learning Programme: Quality Policing" by the South African Police Service (SAPS) Division of Human Resource Development (2013) serves as a foundational resource for junior management within the police force. This guide emphasizes the principles of quality policing, and highlights the importance of effective leadership, accountability, and community engagement in law enforcement. It outlines key concepts such as service delivery, ethical conduct, and the role of police in

enhancing public safety and trust. The guide also calls for continuous professional development, encouraging officers to cultivate skills that promote effective communication and collaboration with communities. Therefore, the program aims to equip junior managers with the tools necessary to implement quality policing practices and foster a culture of excellence within SAPS. This resource is pivotal in shaping the future of policing in South Africa as it aligns with democratic values and community expectations. Thus, continuous improvement involves incremental steps to enhance performance, such as improving communication protocols within CSCs. The study indicates that government agencies, including SAPS, must understand client needs and translate this understanding into actionable strategies across the organization.

Furthermore, Davis and Pereira (2016) explore the critical role of monitoring and evaluation (M&E) in enhancing police services within community centers. They argue that effective M&E frameworks are essential for assessing service delivery, understanding community needs, and promoting accountability in policing practices. The authors emphasize that traditional metrics often fail to capture the nuanced interactions between police and community members, emphasizing for a more holistic approach that considers qualitative data alongside quantitative measures. Davis and Pereira highlight several case studies demonstrating successful M&E implementations that lead to improved police-community relations. They stress the importance of community involvement in the evaluation process, which not only enhances trust but also ensures that police services are responsive to local concerns.

However, the article also identifies challenges, including resource constraints and the need for training in M&E methodologies among police personnel. Moreso, Davis and Pereira (2016) provide valuable insights into the necessity of integrating M&E into policing strategies, suggesting that such frameworks can significantly enhance service quality and promote sustainable community safety. Their work highlights the transformative potential of collaborative approaches in policing, and advocates for a more responsive and accountable police service.

The reviewed works are valuable for this study, as they highlight the efficiency of employers and employees' relations and client service delivery with little details about obstacles hindering the efficiency of SAPS in Kraaifontein CSCs. The findings from participants aim to address this gap in the existing literature. The study findings are then discussed from the participants' perspectives and are supported by related arguments from the existing literature through triangulation.

5. Results

5.1 Results

The literature review and data collected from participants through open-ended interviews indicate that barriers to effective police service delivery at Community Service Centers (CSCs) in Kraaifontein are complex and multifaceted. Key issues identified include inadequate collaboration and partnership between community members and the South African Police Service (SAPS) CSCs, poor time management, and insufficient resources. Researchers concluded that the absence of a Community Oriented Policing (COP) framework exacerbates these challenges. To gain a deeper understanding of participants' experiences and perspectives on service delivery at SAPS CSCs, it is essential to integrate the COP approach with qualitative interviews. The findings are organized around three main themes: community perceptions of SAPS CSCs, the impact of resource limitations on service delivery, and the effectiveness of time and client management practices within the CSCs.

5.2 Theme 1: Community Perceptions on SAPS CSCs

This theme focuses on how participants expressed their concerns on the behaviour of SAPS CSCs on crime related matters in Kraaifontein. This indicates the importance of the Community Oriented Policing, (COP) in building effective partnerships and collaborations with communities, which in turn fosters trust in the police and enhances service delivery (Weerawardhana and Wijewardhana, 2024). For example, some participants highlighted that how officers behave is unacceptable:

“Police officers address people as if they are doing them a favour for being there, forgetting that they are there to serve the community” (CM1).

“One of the issues at Kraaifontein CSC is that the racism and racist attitude from white officers have developed what looks like language conflict instead of service and that makes the SAPS community service centre dysfunctional” (CM3).

“The charge office at Kraaifontein is understaffed and the police officers working there need training and development in human relations so that they can treat community members equally, irrespective of race, colour, and creed” (CM2).

The quotes from community members provide a poignant reflection on the challenges facing the Kraaifontein SAPS Community Service Centre (CSC) and highlight critical issues in police-community relations.

The first quote, highlights a troubling attitude among some officers. This perspective suggests a disconnect between the police and the community, where officers may perceive their role as superior rather than as public servants. Such an attitude can erode trust and create barriers to effective communication, making it difficult for community members to seek help or report issues. It

emphasizes the need for a cultural shift within the SAPS, where officers recognize their duty to serve and engage with the community respectfully and empathetically.

The second quote, highlights the detrimental impact of racism within the police force. This statement points to a significant barrier to effective service delivery, as racism often leads to mistrust and alienation among community members. The reference to "language conflict" suggests that communication breakdowns, exacerbated by racial prejudices, inhibit constructive interactions. This situation calls for urgent attention to address bias and promote inclusivity, as a dysfunctional environment not only affects service delivery but also undermines the legitimacy of the police in the eyes of the community.

The third quote, identifies practical issues within the CSC that contribute to its challenges. The acknowledgment of understaffing indicates systemic resource deficiencies, which can overwhelm existing personnel and compromise service quality. Moreover, the call for training in human relations reflects a recognition that technical skills alone are insufficient; officers must also develop interpersonal skills to engage effectively with a diverse populace. This highlights the necessity for ongoing professional development and training programs that focus on equality and respect for all community members.

These results illustrate the complexities of police-community dynamics in Kraaifontein. They reveal deep-seated issues related to attitudes, racism, and resource constraints that must be addressed to foster a more effective and equitable policing environment.

5.3 Theme 2: Lack of Resources on Service Delivery

This theme focuses on the participants view on how lack of adequate human and material resources contribute to slow or often ineffective service delivery in Kraaifontein. This informs that COP is linked to the inefficient application of Social Resource Theory, as reported by participant who indicate a significant decline in trust toward the police due to poor service delivery (Weerawardhana and Wijewardhana, 2024; Lin, 2002). In this regard, the participants indicated that:

“I am not satisfied when it comes to the shortage of personnel, which hampers service delivery” (CM3).

“I am not satisfied with the services that are being provided by our community service centre because the police capacity cannot manage due to the fact that they are less while the population is growing and the Kraaifontein SAPS is always full” (CM 4).

“The services are not satisfactory at all; the reason is the community services are overcrowded” (CM 5).

“The number of SAPS members serving at the CSC front counter could be increased” (CM 2).

The quotes from community members regarding the Kraaifontein SAPS CSC's reveal critical concerns about service delivery and resource allocation, reflecting the frustrations of residents who rely on police services.

The first quote, highlights a fundamental issue of staffing within the SAPS. This dissatisfaction points to a systemic problem where inadequate personnel limit the ability of officers to effectively respond to community needs. When police officers are stretched too thin, it can lead to longer response times, reduced engagement with the community, and a decline in the quality of service. This reflects the importance of addressing staffing shortages to ensure that the police fulfil their role as effective public servants.

The second quote, further emphasizes the mismatch between police capacity and community demands. As the population in Kraaifontein increases, the pressure on the SAPS intensifies, revealing a critical gap in resource allocation. This situation indicates a need for strategic planning and resource management to ensure that the police force can adequately serve a growing population. The reference to the CSC being "always full" suggests not only that the demand for services is high but also that the current infrastructure may not be equipped to handle this demand, leading to overcrowding and inefficiencies.

The third quote, echoes the sentiments expressed in the previous quotes and highlights the direct impact of overcrowding on service delivery. Overcrowded conditions often lead to frustration for both police officers and community members and result in a less effective policing environment. This overcrowding likely exacerbates issues such as long wait times, inadequate attention to individual cases, and a lack of personalized service, further alienating community members from the police.

These findings depict a picture of a community grappling with significant challenges in accessing effective policing services. They illustrate the urgent need for the SAPS to address staffing shortages and improve resource allocation to meet the growing demands of the Kraaifontein population.

5.4 Theme 3: Time and Client Management Practices at SAPS CSCs

The theme presents participants perspectives on how time and people (client) management can enhance effective SAPS CSCs delivery in Kraaifontein. The following are participants expressions on time management: *"I visited Kraaifontein SAPS, and I was not happy at all with their services; it is very poor. I waited for a long time before I got assisted"* (CM6).

"The Kraaifontein CSC almost always has a long line of people waiting to be attended to. I do not feel safe going to the CSC and make a case because this is usually impossible to get proper service" (CM4).

"People stand in long queues and when you eventually get to the front, the officer seems uninterested in what you are asking or that it is a big effort for them to help you" (CM1).

"That the waiting period is too long, and some people leave because they feel that there is no sense of urgency in addressing their problem. They end up not reporting crime, which can help in directing resources to the hotspot areas where crime is committed more often" (CM3). *"The waiting period is too long; other officers talk amongst each other whilst helping the client. To me the CSC needs more manpower"* (CM7).

The above quotes from participants reveal significant dissatisfaction with the Kraaifontein SAPS services, highlighting long wait times and a perceived lack of urgency and engagement from officers. Community members feel unsafe and discouraged from reporting crimes due to inefficient service delivery. The recurring theme of understaffing suggests that the current personnel levels are inadequate to meet community needs effectively. This inefficiency not only undermines trust in the police but also hampers crime reporting, which could inform resource allocation. These reflections indicate a pressing need for improvements in service efficiency and community engagement at the Kraaifontein CSC. The quotes also mean that enhanced manpower and a more client-focused approach could promote greater trust and safety within the community.

In addition, a community member suggests that: *The community in Kraaifontein struggles with cordial relations with the police, as the SAPS fails to engage with the residents they serve. Their lack of follow-up on provided security intelligence highlights a breakdown in communication between the community and the SAPS* (CM1).

The community's perception of the police as unresponsive or disconnected indicates a deeper distrust that can hinder effective collaboration in crime prevention efforts. When residents feel their concerns and intelligence are not acknowledged or acted upon, it not only diminishes their willingness to cooperate but also undermines the potential for community policing initiatives. This breakdown in communication often creates a cycle of discontent, where the police are seen as ineffective that further alienate the community they are meant to serve.

A participant stated that; *time and communication management is what the SAPS usually encounter with the Kraaifontein community, people will give information and expect us to act or respond immediately forgetting that we have limited resources to react to different security issues at the same time but if we have enough and early information will be able to relate with the community and respond effectively"* (PO1).

The above statement acknowledges the reality of resource limitations within the SAPS, which affects

their ability to respond promptly to security concerns. The officer's recognition of the community's expectations reflects an understanding that residents may not fully grasp the constraints the police face. However, it also suggests a need for better communication from the SAPS to manage these expectations and inform the community about the realities of police operations.

The participants also highlight effective practices that could enhance service delivery in relation to effective communication through time and people management.

“Human behaviour, it is difficult to manage because some clients enter the CSC under the influence of alcohol, and you cannot push that person aside hence you will be depriving his rights so such people delay everyone, hence they take more time. So that depend[s] on human behaviour from clients’ side; it is not easy to manage. No matter how many personnel you have behind the desk. Handling a difficult client or intoxicated client is taking much of the personnel’s time. If you were going to take 10 minutes, you end up taking two hours just to [assist] one person” (C6).

The above statement highlights the complexities of managing human behaviour within the Kraaifontein SAPS CSC, particularly when clients are under the influence of alcohol. This situation highlights the limitations of staffing solutions alone; even with sufficient personnel, challenging interactions can significantly extend service times. The inability to dismiss clients without violating their rights creates a dilemma for staff, as they must balance individual needs with overall efficiency. Consequently, the time spent on difficult cases detracts from the service provided to other clients, exacerbating wait times and dissatisfaction. This indicates a need for better training in conflict resolution and de-escalation techniques, as well as potential strategies for managing high-risk clients more effectively. Addressing these human behaviour challenges could enhance service delivery and improve the community’s perception of the police.

5.5 Implications of Findings

The findings regarding the relationship between the Kraaifontein community and SAPS have both practical and theoretical implications that can inform future policies, practices, and research in community policing and law enforcement.

5.5.1 Practical Implications

Enhanced Training Programs: The findings emphasize the need for improved training for SAPS officers, particularly in communication, human relations, and cultural competency. Equipping officers with skills to engage effectively with diverse community members will allow the police to gain better relationships with the community and improve service delivery.

Resource Allocation: The identified staffing shortages and resource constraints necessitate a review of

resource allocation within the SAPS. Policymakers should consider increasing personnel and funding for community policing initiatives, ensuring that the police are adequately equipped to meet the demands of a growing population.

Community Engagement Strategies: The breakdown in communication highlights the need for the SAPS to develop structured community engagement strategies. Regular forums, workshops, and feedback mechanisms will facilitate better dialogue between the police and community members and give room for mutual understanding and collaboration in addressing safety concerns.

Feedback Loops: Establishing mechanisms for community feedback on police performance and service delivery will enhance accountability and transparency. When residents see their input valued and acted upon, it can significantly improve trust in law enforcement.

Clear Communication Channels: The SAPS should implement clear communication strategies to inform the community about their operational limitations and the processes involved in responding to security issues. This transparency can help manage community expectations and foster a cooperative atmosphere.

5.5.2 Theoretical Implications

Community-Oriented Policing (COP) Framework:

The findings reinforce the importance of the COP framework, which posits that effective policing requires collaboration between the police and the community. The challenges identified highlight the need to re-evaluate how COP is implemented in practice, emphasizing the necessity of building trust and engagement.

6. Discussion

Theme 1, focusing on Community Perceptions of SAPS Community Service Centres (CSCs), reveals a significant dissatisfaction among community members regarding the attitude and responsiveness of the SAPS to security issues. This aligns with Lin’s (2002) application of Social Resource Theory, which highlights that effective community policing (COP) relies on positive interactions and trust between the police and the community. When community members perceive the SAPS as unresponsive or dismissive, it undermines their confidence in law enforcement, leading to a strained relationship.

Parhizgar et al. (2017) further emphasize that dissatisfaction often stems from a gap between community expectations and the actual services provided by the SAPS. When police services fall short of what community members anticipate, it fosters feelings of frustration and disillusionment. In contrast, when SAPS services exceed expectations, it can lead to

heightened satisfaction and positive sentiments among community members, reinforcing trust and cooperation. These findings suggest that the effectiveness of SAPS in Kraaifontein is not solely dependent on the availability of services but also on the quality of interactions between police and community members.

This highlights the importance of training police personnel in community engagement and communication skills to foster a more responsive and supportive environment. Addressing these concerns and expectations of the community will allow the SAPS to work towards rebuilding trust and enhancing their effectiveness in crime prevention and community safety.

Theme 2, addressing the Lack of Resources on Service Delivery, highlights a critical challenge faced by the Kraaifontein SAPS CSCs. Community feedback indicates that personnel shortages significantly increase the workloads of existing staff that lead to weakened and inefficient service delivery. This situation not only hampers the ability of the SAPS to respond effectively to crime and community concerns but also diminishes the trust and confidence that residents have in law enforcement.

Khosa and Abdulkareem (2024) provide valuable insights into how community engagement can play a pivotal role in addressing these challenges. They suggest that local involvement in safety initiatives will enhance community trust in the police. When community members actively participate in safety programs or collaborative efforts, it not only shares the burden of policing but also promote a sense of ownership and responsibility towards community safety. This partnership often leads to innovative solutions and strategies that complement the SAPS's efforts, effectively alleviating some of the pressures caused by understaffing.

Moreover, local involvement will help bridge the gap between the police and the community, enhancing communication and collaboration. The integration of community perspectives into policing strategies will assist the SAPS to better align their services with the specific needs and expectations of residents. This proactive approach not only improves service delivery but also cultivates a supportive environment where community members feel valued and heard.

Above all, theme 2 findings revealed that addressing the resource shortages within Kraaifontein SAPS CSCs requires a multifaceted approach that includes strengthening community partnerships. This is because SAPS will be able to enhance their service delivery, build trust, and create a safer and more cohesive community by encouraging local involvement in safety initiatives.

Theme 3, focusing on Time and Client Management Practices at SAPS Community Service Centres (CSCs), reflects the critical role of effective communication and regular community engagement in the successful

implementation of COP. Weerawardhana and Wijewardhana (2024) emphasize that these elements are vital to ensuring efficient service delivery within CSCs. Effective communication fosters transparency, builds trust, and facilitates a collaborative environment where community members feel empowered to voice their concerns and participate in safety initiatives.

The findings of Abdulkareem and Khosa (2024) further support this perspective, highlighting the necessity of adequate training for SAPS personnel, particularly in addressing pressing issues such as sexual violence in South African communities. Such cases often require swift and sensitive responses, making timely communication crucial. Thus, the SAPS can enhance their service delivery and community trust by equipping police officers with the necessary skills to engage with victims and respond effectively.

Schneider's (1998) application of Critical Social Theory reinforces the importance of effective communication and community engagement in achieving successful COP. This theoretical framework suggests that for policing to be truly effective, it must reflect the voices and needs of the community it serves.

Therefore, engaging with community members not only informs police practices but also facilitate a sense of shared responsibility for public safety.

Participants in this study echoed these sentiments, recommending that SAPS CSCs create an environment that embraces diversity and inclusivity. By doing so, the police can enhance their professionalism and responsiveness to the diverse needs of the community.

This inclusive approach not only improves the perception of the SAPS but also encourages greater community participation in safety initiatives.

The successful implementation of COP hinges on robust communication, community engagement, and continuous training for SAPS personnel. This will allow SAPS to improve their effectiveness in service delivery, particularly in addressing critical issues like sexual violence, while working towards an inclusive and supportive community environment. This holistic approach not only strengthens trust between the police and the community but also contributes to a safer and more resilient society.

7. Conclusion

This study emphasized the complexities involved in delivering effective services at SAPS Community Service Centres (CSCs) within South African communities, using the Kraaifontein police station as a case study. It identified several barriers undermining the effectiveness of SAPS CSCs, including challenges related to professionalism, communication, extended waiting times, and insufficient resources. Using a qualitative approach, the study explored three themes from the literature review related to client satisfaction. These include; community perceptions of SAPS CSCs, resource limitations on service delivery, and time and

client management practices within the CSCs. These insights highlight the importance of Client Service Centers (CSC) and suggest ways to overcome obstacles that hinder the efficiency of the South African Police Service (SAPS) within CSC. The study emphasizes the significance of Community Oriented Policing theory, enhanced by Critical Social Theory and Social Resource Theory, in achieving effective service delivery in Community Service Centers (CSCs). This study contributes to the field of community safety and policing in Africa, specifically focusing on South Africa and the case of Kraaifontein. Its uniqueness lies in addressing the limited research on barriers to service delivery at SAPS Community Service Centres (CSCs) in Kraaifontein, in contrast to other areas of Cape Town that have received considerable academic attention. By documenting these findings, the study serves as a valuable academic resource not only for the SAPS and the Kraaifontein community but also for students and scholars in community safety and security, extending its relevance beyond South Africa. For future research recommendations are provided to improve SAPS in Community activities.

8. Recommendations to Enhance Effective SAPS CSC's Service Delivery

Partnership and Collaboration: It is pertinent improve partnerships and collaborations between the community members and SAPS CSCs. This will significantly enhance the effectiveness of SAPS CSCs in Kraaifontein and beyond for strong community engagement and trust. This can be achieved by partnering with local organizations, NGOs, and community leaders through outreach programs that educate citizens on reporting procedures and crime prevention. Collaborative initiatives can also streamline resources, enabling joint training sessions for officers and community members on conflict resolution and safety practices. Also, regular feedback mechanisms should be established to ensure community concerns are addressed for improved service delivery and responsiveness.

Human and material Resources: Adequate human and material resources are critical for effective service delivery in the SAPS CSCs. This is because sufficient staffing levels will ensure that officers manage workloads efficiently, reduce wait times and improve client interactions. Moreover, regular training and professional development will enhance officers' skills, and enable them to respond effectively to community needs.

Material resources, such as updated technology and equipment, facilitate quicker processing of cases and better communication with

the community. Ensuring that facilities are well-maintained and accessible also contributes to a positive environment for both staff and clients. The provision of these resources will create a foundation for improved service quality in building greater community trust and satisfaction in police services.

Training and Professionalism: Enhancing training and professionalism within the SAPS is essential for improving service delivery and community trust. Comprehensive training programs should focus on key areas such as conflict resolution, cultural sensitivity, and effective communication skills. Regular workshops and simulations can help officers practice handling diverse situations, including interactions with vulnerable populations.

Promoting professionalism involves establishing clear standards of conduct and accountability. Implementing mentorship programs can support new officers in developing best practices and understanding community dynamics. Additionally, advocating a culture of continuous learning through ongoing education and feedback can help officers stay updated on legal changes and community needs. Therefore, a commitment to enhanced training and professionalism will empower officers to serve their communities more effectively and ethically.

Time and client management: Effective time and client management will significantly improve SAPS CSCs in Kraaifontein by streamlining processes and enhancing client experiences. Implementing appointment scheduling will reduce wait times, allowing officers to prepare for each case. Prioritizing urgent cases ensures critical issues are addressed promptly, fostering community trust. Training staff in customer service skills enhances interactions, making clients feel valued. Regular feedback collection can identify areas for improvement, ensuring continuous enhancement of service delivery. These strategies will create a more efficient and responsive police service in the community.

Utilization of Community Oriented Policing theory: Utilizing Community Oriented Policing (COP) theory will enhance SAPS CSCs in Kraaifontein to build collaboration between police and community members. Thus, establishing regular community meetings allows for open dialogue, helping to identify local concerns and tailor policing strategies accordingly. Also, COP will facilitate involvement of residents in crime

prevention initiatives that will empower them to take an active role in their safety. Moreover, partnerships with local organizations can facilitate resource sharing and joint training programs, improving overall service delivery. Prioritization of community engagement will allow SAPS to build trust for a safer neighbourhoods and stronger community bonds.

9. Limitations and Further Study

The researchers faced limitations by not incorporating quantitative analysis through crime statistics from South Africa, which would have provided a more balanced understanding of the barriers affecting the effective service delivery of SAPS CSCs in Kraaifontein. Relying solely on qualitative methods restricted the depth of the analysis. Additionally, the inability to access police officers in Kraaifontein for interviews hindered the opportunity to gather comprehensive understandings regarding the barriers to effective service delivery to community members. The researchers cannot also cover all SAPS CSCs in Cape Town due to lack of resources and accessibility. To address these gaps, future research should adopt a mixed methods approach, integrating both quantitative and qualitative research. Future research can also focus on challenges confronting other SAPS CSCs in Cape Town. This would allow for a more holistic understanding of the barriers by capturing perspectives from both community members and police officials.

Author Contributions

Conceptualization, Patricia Tshoho; methodology, Kabir Abdulkareem; Analysis of findings, Dee Kohsa; writing original draft preparation, Patricia Tshoho; writing review and editing, Kabir Abdulkareem; supervision, Dee Kohsa and JT. Mofokeng. All authors have read and agreed to the published version of the manuscript.

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Informed Consent Statement

Informed consent was obtained from all subjects involved in the study.

Data Availability Statement

The data presented in this study are available on request. The data are not publicly available for privacy reason.

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Conflicts of Interest

The authors declare no conflict of interest.

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