

Examining the Impact of Multi-Agency Response Strategies on Promoting Collaborative Approaches to Sustainable Law Enforcement in Africa

Dr Onesmus Nyaude.¹, Dr. Rev. A. A. K. King.², Takawira Chirume (PhD. Cand, DUT).³, Reverend Magowa.⁴, Shamin Dzimba.⁵, Ratidzai Mugadagada.⁶

¹Senior Manager of Research and Knowledge Management at the Zimbabwe Anti-Corruption Commission

²English language specialist, U.S. Embassy in South Africa

³Manager of Research and Knowledge Management at the Zimbabwe Anti-Corruption Commission (ZACC)

⁴Principal Researcher and Curriculum Expert at the Zimbabwe Anti-Corruption Commission (ZACC)

⁵Senior Researcher and Curriculum Expert at Zimbabwe Anti-Corruption Commission (ZACC)

⁶Senior Monitoring and Evaluation Officer at the Zimbabwe Anti-Corruption Commission (ZACC)

DOI: <https://doi.org/10.51584/IJRIAS.2026.11060164>

Received: 14 June 2026; Accepted: 19 June 2026; Published: 04 July 2026

ABSTRACT

The study investigates the impact of Multi-Agency Response Strategies on sustainable law enforcement in six African countries, employing a desk review of articles, case evaluations, and limited key informant interviews for credibility. Conducted in alignment with the "Zero Tolerance to Crime" initiative under Agenda 2063, it highlights the significance of collaborative approaches in law enforcement. The findings indicate that while multi-agency strategies are crucial for sustainable law enforcement, there is a perceived polarization in crime reporting by some media that hinders effective implementation. Additionally, "blame games" among law enforcement agencies limit the utilization of these strategies. The study concludes that a robust multi-agency response fosters collaboration and strengthens law enforcement ideals. It recommends fostering a more vibrant, multi-stakeholder approach through supportive measures and continuous capacity building for improved effectiveness in addressing law enforcement challenges.

Key Words: Impact, Multi-Agency Response, Strategies, Collaborative, Sustainable Law Enforcement

INTRODUCTION

In recent years, the challenges facing law enforcement in Africa have become increasingly complex and sophisticated in nature, requiring innovative solutions that transcend traditional and so-called-conservative policing methods. This research study aims to examine the impact of multi-agency response strategies on promoting collaborative approaches to sustainable law enforcement across the African continent. By exploring the dynamics between various stakeholders, including governmental agencies, public and private sector institutions, Faith based organizations, the general public, civil society organizations, and community groups, this study seeks to uncover effective frameworks that enhance capacity-building, resource-sharing, and collective community engagement. Ultimately, this research aspires to contribute to the existing knowledge body and subsequently to the development of models that enhance sustainable law enforcement practices that address the unique socio-political contexts of African countries. The research study shall explore the background to the study, statement of the problem, major theoretical frameworks and the guiding methodology among other critical sub-headings.

Background to the Study

The increasing complexity of crime and public safety has led to a shift from traditional law enforcement to collaborative approaches known as Multi-Agency Response (MAR) strategies. These involve coordinated efforts between law enforcement, social services, public health organizations, educational institutions, and community groups to address issues like gang violence, drug abuse, domestic violence, mental health crises, and community disorder, highlighting the need for support beyond police intervention. Research from the National Institute of Justice (2023) shows that communities using collaborative approaches often experience lower crime rates and improved cohesion. For example, Operation Chenesa in Harare reported significant reductions in land pollution due to multi-agency initiatives.

Despite these successes, challenges remain, such as bureaucratic obstacles, differing organizational cultures, and poor communication. According to the Journal of Criminal Justice (2023), communities employing MAR strategies have seen a 15-20% decrease in crime-related expenditures. The Office of Community Oriented Policing Services (COPS) (2023) found a 30% increase in resident-perceived safety in jurisdictions using multi-agency teams, with an average crime rate drop of 25% within two years. This study will also explore how leadership, institutional commitment, and community engagement impact MAR outcomes, providing insights for enhancing crime prevention and public safety policies in complex societal environments.

Statement of the Problem

The growing complexity and inter-connectivity of criminal activities, such as organized crime, corruption, domestic violence, and cyber-crime, require a coordinated approach among law enforcement agencies. Despite the implementation of Multi-Agency Response (MAR) strategies aimed at fostering collaboration, a critical gap remains in assessing their actual impact on law enforcement effectiveness. Research indicates that 30% of law enforcement agencies encounter obstacles in data sharing due to legal and privacy concerns, which hinder the effectiveness of these multi-agency strategies. This study seeks to explore the effects of MAR strategies on law enforcement, examining the benefits and limitations experienced by involved agencies and the resulting implications for public safety and community trust. Understanding these dynamics is essential for optimizing collaborative efforts and enhancing operational frameworks in law enforcement.

Research Questions

- a. What specific multi-agency response strategies have been implemented in African nations to enhance law enforcement ?
- b. How do multi-agency response strategies impact the effectiveness of law enforcement efforts in different African contexts?
- c. What role do local communities and stakeholders play in the success of multi-agency approaches to law enforcement ?
- d. What are the primary challenges and barriers faced by agencies in implementing multi-agency response strategies in African countries?
- e. What best practices can be identified from successful multi-agency response strategies that contribute to sustainable law enforcement in Africa?
- f. What lessons can be learned from African countries that have successfully fostered collaborative approaches to law enforcement through multi-agency strategies?

Research Objectives

- a. Identify and document specific multi-agency response strategies implemented in various African nations to enhance law enforcement.

- b. Evaluate the effectiveness of multi-agency response strategies in law enforcement efforts within different African contexts.
- c. Analyze the involvement and influence of local communities and stakeholders in the success of multi-agency approaches to law enforcement.
- d. Investigate the challenges and barriers encountered by agencies in implementing multi-agency response strategies in African countries.
- e. Identify best practices from successful multi-agency response strategies that contribute to sustainable peace and security in Africa.
- f. Extract lessons learned from African countries that have successfully fostered collaborative approaches to law enforcement through multi-agency strategies

Theoretical Framework

This study is principally informed by the key assumptions of three theories/frameworks namely, The Systems Theory, the Critical Discourse Analysis and the Disruptive Innovation Theory. The three have been chosen because of their relevance to the issues under review.

Systems theory

Systems Theory suggests that the interdependence among different parts of society is crucial, asserting that the whole is greater than the sum of its parts (Ritzer, 2018). In law enforcement, this means agencies collaborate with non-state actors to enhance stability and order. The theory enables a holistic analysis of agency conditions and environmental factors, highlighting the importance of collaborative approaches in addressing challenges.

Disruptive Innovation Theory

Disruptive Innovation Theory focuses on technologies that make products more accessible to broader markets (Disruptive Innovation Theory, 2025). In law enforcement, this involves shifting from manual processes to e-case management technologies. Nyaude (2025) emphasizes the need for flexible teamwork and a willingness to adopt new knowledge models. As law enforcement strategies evolve, stakeholders must embrace innovation to achieve effective outcomes.

The illustration that follows presents a summary of disruptive innovation in the context of law enforcement.

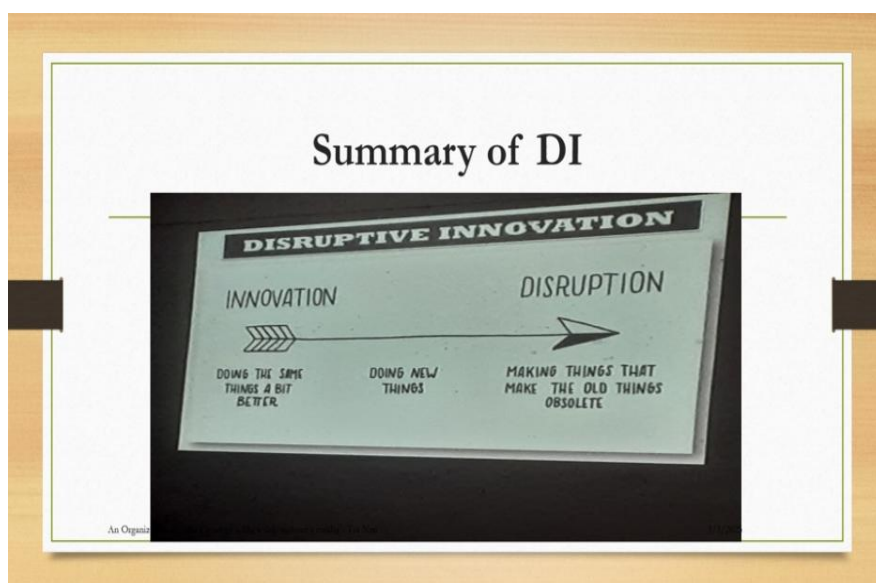


Fig:1 Summary of DI

Source: Researchers creativity

Critical Discourse Analysis Framework

Critical discourse analysis (CDA) is essential for researchers examining law enforcement case studies and articles. Norman Fairclough's CDA framework helps reveal how language maintains power structures through a three-dimensional model that analyzes discourse within its social context (Wodak & Meyer, 2001). This study employs CDA to provide a deeper analysis of media reports related to law enforcement across various countries.

Van Dijk (2003) highlights that CDA focuses on:

- Power relations, dominance, and inequality in text and talk.
- Underlying ideologies that contribute to or resist dominance.
- Uncovering implicit relations of dominance and their ideologies.

The researchers will analyze content, tone, and perceptions in law enforcement media reports, guided by the socioeconomic and political contexts of these reports. CDA often integrates multiple disciplines to explore discourse-society relationships (Van Dijk, 2003). The study will specifically focus on:

- The language and semantics used to disseminate anti-crime and anti-corruption messages.
- Cultural conventions in reporting on arrests, convictions, and investigations.
- How values and beliefs shape stakeholders' perceptions in the law enforcement value chain.

Discourse analysis is a qualitative research method widely used in humanities and social sciences, including linguistics, sociology, and cultural studies (Scribbr, 2025).

The diagram that follows present the summarized view of the Critical Discourse Analysis framework/theory /perspective.

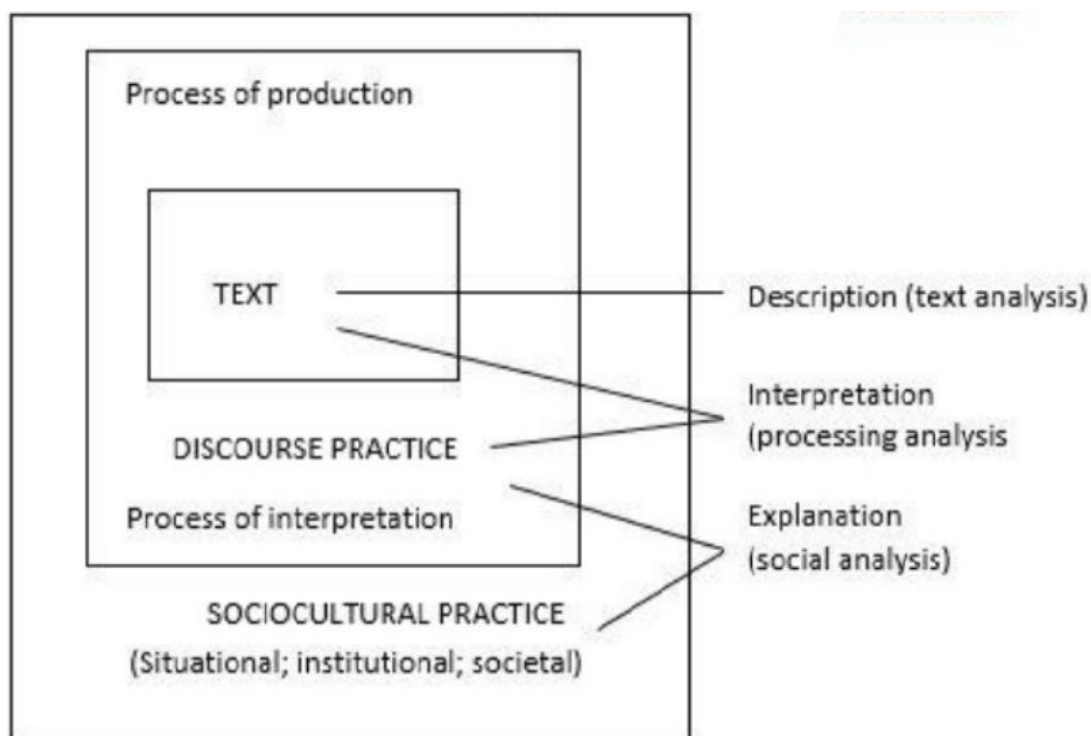


Fig 2: Summary of CDA Framework

Adopted from <https://scribbr.com/methodology/discourse-analysis,2025>

LITERATURE REVIEW

This section presents a detailed and abridged discussion of related literature. The discussion is also informed by the key theoretical frameworks relevant to the topic under investigation.

Multi-Agency Strategies, Impact and Challenges

Strategies as means to an end are very critical. The modernization theory maintains that development follows a uni-linear pattern in which African nations must copy western models of development (Todaro,2022). The modernization theory postulates that education is the only avenue that enables the diffusion of western values compatible with development (Preston,2019). Against this background, the researchers noted that there are myriads of multi- agency response strategies that can be implemented in various African nations to enhance law enforcement.

The diagram that follows provides a summation of key multi-agency strategies and the nations where they are predominantly utilized.

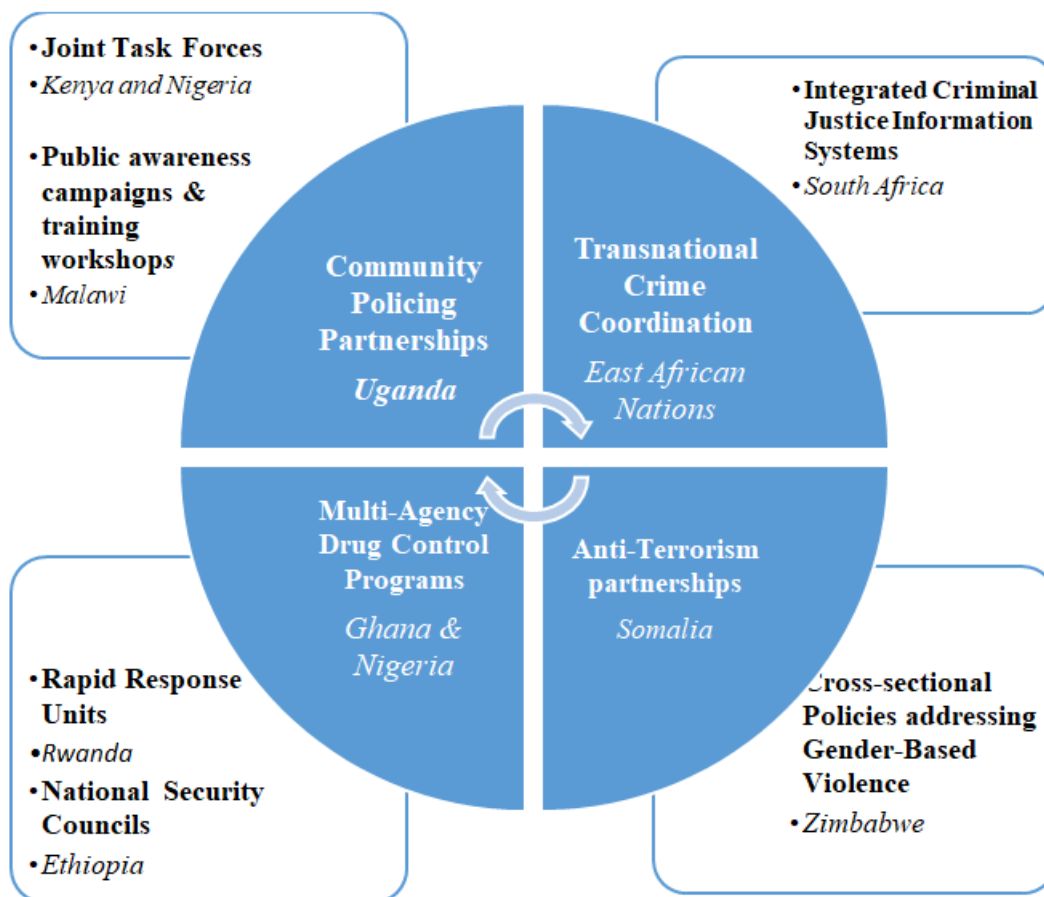


Figure 3: Specific Multi-Agency Response Strategies In African Nations

Source: Researchers' creativity, 2025

The impact of Multi-Agency Response (MAR) strategies on law enforcement is a critical area of study within criminal justice and public safety. These strategies involve coordinated collaboration among various agencies — including police, social services, health organizations, and community groups (COPS 2023). Commenting on the collaborative benefits realized through Zimbabwean and Chinese Law enforcement agencies interactions, Kazembe (2024) hailed the initiatives to embrace Artificial Intelligence (AI) and smart surveillance in the law enforcement value chain. Kazembe (2024:2) notes “The adoption of advanced

technologies such as artificial intelligence and smart surveillance, widely used in China, is being considered for integration into the Zimbabwe Republic Police. The overarching goal is to establish a police force that remains effective sans the traditional, visible presence on the streets. In this regard, collaborative approaches are associated with political, economic, social, technological, technical and governance benefits. Evaluations showed a 63% reduction in youth homicides, demonstrating the effectiveness of a multi-faceted response that can affect outcomes. The aspirations of numerous multi-stakeholder groups have not been met in reality. Multi-stakeholder groups face significant obstacles (UDDP, 2019). One may observe that different stakeholders may have conflicts of interest competing interests, which could lead to disagreements and hinder collaboration. More generally, experience indicates that multi-stakeholder groups work best when they are used to foster discussion and reach consensus rather than as the setting for the execution and supervision of policies.

Best Practices / Lessons learned for enhancing successful multi-agency strategies

This section tabulates the lessons learned from various African countries that have successfully fostered collaborative approaches to law enforcement through multi-agency strategies.

Table 1: Lessons learnt from African Countries

Country	Key Lessons Learned	Best Practices Action Points
Uganda and Rwanda	Local ownership and community engagement build trust and improve multi-agency effectiveness.	Involve local communities in law enforcement and peace efforts.
South Africa	Data sharing enhances coordination among agencies	Establish integrated information-sharing systems for better intelligence and responses
Somalia	Flexibility is essential for effective law enforcement	Implement adaptive strategies that can quickly respond to changing dynamics.
Kenya	Building inter-agency trust is crucial	Regular joint training and workshops improve communication and collaboration
Ethiopia	Strong political will is vital for success.	Secure political backing to mobilize resources and enhance collaboration
Nigeria	Capacity building is essential for effective collaboration	Invest in training to equip personnel with necessary skills
Ghana	Emphasizing prevention yields sustainable outcomes	Focus on proactive strategies that address root causes of crime
Tanzania	Continuous monitoring and evaluation are critical	Establish success metrics to guide improvements based on feedback
East African Community	Regional cooperation is crucial for cross-border security	Foster intelligence sharing and joint operations among neighboring countries.
Zimbabwe	Multi-disciplinary approaches enhance effectiveness	Integrate law enforcement with health services and NGOs to better tackle issues like gender-based violence

Source: Researchers' Creativity (2025)

It cannot be overstated that the lessons learnt highlight the significance of collective engagement, collaboration, community involvement, and adaptability in fostering effective law enforcement strategies. This conforms the assumptions of the modernization theory that third world countries must always thrive to 'look west' and copy western models compatible with development (Todaro, 2020). By learning from the experiences of diverse lived experiences from the global community and African nations, other countries can better implement multi-agency strategies that promote sustainable and resilient law enforcement frameworks.

METHODOLOGY

Qualitative research is utilized in this study . In this study, focus is on understanding the collaborative approaches being implemented by multi-stakeholder agencies in the law enforcement value chain. The richness of qualitative research lies in its ability to capture the nuances of human behavior and perception (Miles and Huberman, 2019, Creswell, 2023, Sharma, 2024). Experts administered interviews ,observation and documentary analysis were employed as the main methods of data collection. According to Cresswell (2023) interviews are one-on-one conversations where the researcher delves into the subject's thoughts, opinions and experiences. Observation allows researchers to study subjects without direct interaction, ensuring that behaviors are as natural as possible (Creswell, 2023).This study also utilized the ethnographic research mainly because of the experiential circumstances of the researchers. Ethnographic research involves immersing the researcher in the subject's environment to observe behaviors and interactions in their natural context (Sharma,2024) This method assisted the researcher to have an independent understanding of law enforcement value chain thus, leading to strategic insights. In support of relevance of ethnographic inquiry Durkheim (1858-1917) postulates "As an industrialist there is nothing that can stop me from using the tools and principles of my previous century".In this study, case studies were utilized in conjunction with documentary analysis. Case studies are in-depth explorations of a specific instance, such as a business's market entry strategy (Sharma,2023).Different national experiences drawn from African countries shall constitute the greater part of literature search and documentary analysis respectively.

Delimitation , Sampling and Participant Selection

The nations and participants were selected through both probability and non-probability sampling techniques. This study examined various documents and literature related to the subject under investigation. Six (6) African countries drawn from the continental community and were used as case studies. To be able to achieve the intended objective, this study adopted the principles of purposive sampling in selecting African nations and stratified random sampling technique to ensure a balance in selecting nations representing all cardinal points of the African continent. Expert sampling was used to select the Key Informant Interviewees.

Presentation of Data:

Following recommendations by Chisaka and Vakalisa, (2013) and Bogdan and Biklen, (2019) this section presents data obtained using the key informant interview. Six (6) Major themes related to impact of multi-stakeholder strategies on law enforcement were identified as:

- Collaboration and Integration
- Community Engagement and trust restoration
- Capacity Building and Training Initiatives
- Resource Sharing and Efficiency
- Challenges and Barriers to Collaboration
- Sustainability and Long-Term Impact

In line with principles of ethical considerations the real names of participants are not given to conceal identity. In this context pseudonym (fictitious names were used to assign substantiating data to different study participants/informants (International Ethical Guidelines for Health-related Research Involving Humans, 2016, Chisaka and Vakalisa, 2013, Dehwa, 2009). The table that follows present the recurring themes and substantiating evidence to support the claims:

Table 2: Data from Key Informant Interviews and observational analysis

Main Recurring Themes	Substantiating Data/Evidence
Collaboration and Integration	<i>Personally, I can say that inter-agency collaboration has led to successful prevention efforts especially when law enforcement officers and local civil society organizations work together to address issues such as corruption, human trafficking and substance and drug abuse. (Key Informant (KI) X)</i>

Community Engagement and trust restoration	<i>Community involvement in policing efforts has yielded good results particularly restoring confidence and trust among law enforcement agencies and local residents of any given community. Personally, I have witnessed situations where MSR initiatives have empowered the community members to explore law enforcement matters including freely engaging in crime prevention debates (Key Informant (KI) M)</i>
Capacity Building and Training Initiatives	<i>The joint training received by law enforcement officers and community plays an important role at enhancing the skills and buy in attitudes. In addition, the training provides opportunities to share law enforcement approaches leading to more effective law enforcement. (Key Informant (KI) P)</i>
Resource Sharing and Efficiency	<i>Through multi-agency strategies sharing information, technology, or funding among agencies and organizations has created opportunities for resource optimization thereby reducing operational costs and this has had ripple effects on increased efficiency and effectiveness. (Key Informant (KI) W)</i>
Cultural Competence and Adaptability	<i>Through collective engagements, opportunity to exchange culture arises and this supports the critical role that cultural understanding and adaptability play in successful multi-agency strategies. In some cases, law enforcement agencies have aligned their programming governed by local customs and practices, resulting in higher acceptance and cooperation from communities, triggered by multi-agency strategies (Key Informant (KI) E)</i>
Challenges and Barriers to Collaboration	<i>The adoption and usage of multi-agency strategies is constrained by a variety of problems including differences in leadership/ management styles, bureaucratic hurdles, and limited resources that negatively impact on effective collaboration.</i> <i>I remember some joint awareness campaigns in our locality were aborted due to lack of resources on part of one law enforcement agency and one NGO entity. (Key Informant (KI) R)</i>
Sustainability and Long-Term Impact	<i>It is a common belief that long-term multi-agency collaborations have led to sustainable changes in law enforcement practices and successful stories have been documented where strategic partnerships resulted in long lasting, enduring and sustainable improvements in community peace, security and safety initiatives (Key Informant (KI) K)</i>

The table that follows present data that was gathered through reviewing cases studies from six (African nations). The focus was to interrogate and scrutinize the extent at which the cases reviewed were either supporting or opposing initiatives to strengthen multi-agency strategy with a view to promote sustainable law enforcement in Africa. In doing so the researchers were informed by the key assumptions of the Critical Discourse Analysis Framework as put forward by Fairclough (2017). The analysis among other things focuses on various media reports and the headlines as well as the content, text and tone contained or espoused in the various cases pertaining to how the law enforcement efforts are perceived in the context of adoption and utilization of the multi-agency strategy.

Table 3: Reviewed Cases from African Countries

Media House	Headline on law enforcement issues	Substantiating evidence	Perception Ranking on Multi-Agency Strategy Support	
			PRO	ANTI
New Zimbabwe, 6th February 2025	ZACC, NPA exchange blows over the prosecution of corruption suspects (https://stateofthe the	<i>THE National Prosecuting Authority (NPA) has responded to reported disgruntlement within ZACC over its recent decision to withdraw fraud cases against several senior Harare City Council officials. Through a statement released Wednesday, NPA said successful prosecutions were only determined by quality investigations, in</i>		X

	nation.co.zw/2025/2/06	<i>what can be seen as a clear dig at ZACC.NPA says it only works on quality investigations, as its cold war with ZACC rages on</i>		
Dec 17, 2024 (https://stateofnation.co.zw/2024/12/17)	ZACC Arrests Two Police Officers for Assaulting Investigators	<i>The Zimbabwe Anti-Corruption Commission (ZACC) has arrested two Zimbabwe Republic Police (ZRP) officers for allegedly assaulting ZACC investigators who were conducting an operation to investigate reports of bribery at a roadblock near Mutare Teachers College. According to ZACC, its investigators confiscated the roadblock declaration book as part of a probe into bribery allegations at a roadblock near Mutare Teachers College on December 11, 2024.</i>		X
Zimbabwe Situation https://zimbabwe-situation.co.m./ZACC-forges-anti-graft-alliances	ZACC forges anti-graft alliances	<i>The Zimbabwe Anti-Corruption Commission (ZACC) yesterday forged alliances with several stakeholders through signing Memorandums of Understanding (MoUs) to strengthen coordination in the fight against corruption. The anti-graft body signed MoUs with the National Prosecuting Authority (NPA), Auditor-General, University of Zimbabwe (UZ), Reserve Bank of Zimbabwe's Financial Intelligence Unit, Immigration Department, Procurement Regulatory Authority of Zimbabwe (PRAZ), Zimbabwe Revenue Authority (Zimra) and Ezekiel Guti University.</i>	✓	
A Ghannian study, August 2017	Corruption and the Police Service in Ghana	<i>The violation of Ghanaian laws and that of individuals" constitutional rights by some police officers and the committing of crimes for personal gains is a normal phenomenon characteristic of the Ghana Police Service in contemporary times. Corruption in the police department of Ghana has really taken a higher ascendancy.</i>		X
GII and TI(G), 2018	Report on Law Enforcement and Justice Institution Accountability Assessment in Ghana	<i>The research established that efforts are being made by the Judicial Service to implement global conventions which Ghana has signed onto. However, there are some gaps that require the attention of officialdom in other to bring the institution up to the standards set by frameworks like the SDGs, UNCAC, UNTOC, UN guidelines.</i>		X
Saferworld 24 October 2023 Tanzania	Tensions between the police and the people they are meant to serve	<i>Residents felt uncomfortable speaking to the police. This mistrust of authorities is a symptom of Somalia's long-running conflict since the collapse of the central government in 1991 and the resulting decades of instability. Somalis quickly learnt to deal with their issues outside of formal structures, and to this day, they are reluctant to trust or involve the security forces – including the police.</i>		X
Media Freedom Report in 2023	Facing the Danger: Safeguarding Media Freedom During	<i>Media freedom has been violated when a journalist and/or a news media organization is attacked due to their journalistic work or when legal and/or policy provisions are used to curtail the rights and freedoms of journalists or infringe</i>		X

	Unprecedented Challenges in Somalia	overall media rights.		
International Federation of Journalists 19 July 2022	Somalia: Journalists Under Attack	<i>Somalia is one of the most dangerous places on earth to be a journalist. In a country racked by conflict, journalists have been deliberately targeted. At least nine have been killed since February 2007, even more have been threatened, arrested and harassed. More than 50 have been forced to leave the country. Radio stations and other media outlets have been repeatedly closed</i>		X
South Africa	South Africa Anti-Corruption reform pause 'disappointing development'	<i>The rejection of anti-corruption legislation in South Africa is a disappointing development for an area in much need of reform, an expert has said. The Anti-Corruption Commission (ACC) as an independent 'Chapter 9' institution – a state institution established under Chapter 9 of the South African Constitution. This commission was intended to investigate and prosecute high-level corruption cases, a move seen as crucial in a country grappling with significant corruption issues. However, the bill now faces substantial opposition and has not been endorsed by key stakeholders – the Department of Justice and Constitutional Development (DJCD) and the National Prosecuting Authority (NPA).</i>		X
Daily Maverick	Traffic corruption tarnishes all policing in South Africa	<i>One of the biggest challenges facing Police Minister Senzo Mchunu is the fragmented character of policing in the country. In metropolitan areas in particular, various local, provincial and national agencies with overlapping mandates perform policing functions.</i>		X
Egypt: Prosecution Undermines Anti-Corruption Efforts	Exposing Graft Cost Official His Job, Led to Charges 2016	<i>Egyptian prosecutors should drop a case against the country's former chief corruption auditor that violates the right to free speech and harms efforts to combat corruption. President Abdel Fattah al-Sisi set a precedent by removing Geneina as head of the Central Auditing Organization, a key financial watchdog, in March, after Geneina made several statements to the media asserting that state institutions and prosecutors were ignoring or stymying action on his reports of corruption. Geneina was the only remaining senior official from the administration of President Mohamed Morsy, who was removed in a July 2013 coup led by then-Defense Minister al-Sisi.</i> <i>Geneina has repeatedly alleged endemic government corruption and said that the country's prosecutor general was not investigating many of his hundreds of corruption reports, including against the Interior Ministry. In December 2015, the independent</i>		X

		<i>newspaper al-Youm al-Sabaa quoted Geneina as saying that corruption had cost Egypt more than 600 billion pounds (US\$67.6 billion) that year.</i>		
Egypt Risk Report	Updated: Wednesday, September 30, 2020	<i>A quarter of businesses identify the court system as a major constraint to their ability to do business in Egypt (ES 2016).</i> <i>While the judiciary has traditionally had a reputation as a respected institution and judges have shown a high degree of professionalism, decades of authoritarian rule have impacted judicial decisions (BTI 2018). Unfortunately, the courts, and particularly special courts such as military courts, are currently being used for political ends, including the supervision of elections, appointment and dismissal of judges, and political timing of lawsuits (BTI 2018).</i>		X
Egypt	Sustained Growth and Anti-Corruption Policies in Egypt M. Khalifa, 1,2, * and A. Khodair ^{2,3} 2023	<i>Before 2014, Egypt did not have a unified anti-corruption strategy until the 2014 Egyptian constitution was issued, in which Article 218 (a newly included article) underlined the state's commitment to combating corruption by all national agencies. With sincere political will and constant support for anti-corruption efforts, the first strategy 2014/2018 was launched, through which it achieved notable successes. This was quite evident during Egypt's endeavor to achieve sustainable development goals by launching Egypt's Vision 2030, and raising economic growth rates, Egypt's belief that eliminating corruption is the magic key to increasing the flow of investments and the success of the economic reform system.</i>	✓	
please visit www.macn.dk	MACN partners with USAID and the Private Sector to Expand Anti-Corruption Efforts and Helpdesks in India, Egypt, and Nigeria 2024	<i>The Maritime Anti-Corruption Network (MACN) is proud to announce that it has received two-year project funding from the United States Agency for International Development (USAID) under the "Doing Business with Integrity" activity. This collaboration, part of USAID's Countering Transnational Corruption Grand Challenge for Development, is set to strengthen the fight against transnational maritime sector corruption. This initiative is also supported by match funding from private sector leaders including Maersk Line Ltd, Maersk, Lauritzen Fonden, DS Norden, Hafnia, Odjell, JM Baxi, the Institute of Export Operations and Management in Nigeria, as well as members of the MACN Advisory Committee in India.</i>	✓	

The diagram that follows presents a summarized version in statistical form. The data is derived from the six African nations reviewed.

Table 4: Summary Of Case Reviews

African Country	Case studies selected for Review	Perception Ranking on Multi-Agency Strategy Support	
		PRO-Strategy	ANTI- Strategy
Zimbabwe	3	1	2
Ghana	2	0	2
Tanzania	1	0	1
Somalia	2	0	2
Egypt	4	2	2
South Africa	2	0	2
TOTAL: 6	14	3	11

Discussion, Interpretation and Analysis

The study highlights that multi-agency responses are essential in the fight against all forms of crime, supported by positive stakeholder attitudes and public demands for accountability. However, clashes among law enforcement agencies arise from competing interests and role duplication, leading to blame games and interference. While engagement in law reform initiatives is critical for promoting collaboration, a gap exists between law formulation and implementation. Corruption and crime have become systemic issues within law enforcement, raising concerns. The role of international development partners is crucial in enhancing multi-stakeholder collaboration. Overall, the evidence from African countries indicates that behaviors and actions often do not support the adoption of effective multi-agency strategies.

Key Findings

Based on the results of the study the following are therefore derived as key findings;

Finding 1 (F1) : Inter-Agency Synergy

- **Improved Communication:** Multi-agency strategies enhance cooperation among law enforcement, leading to more effective crime and corruption prevention.
- **Resource Pooling:** Collaborative efforts allow for shared resources and expertise, boosting operational efficiency.

F2: Community Engagement

- **Strengthened Trust:** Community involvement in law enforcement initiatives fosters collaboration and trust between police and the community.
- **Empowered Citizenry:** Community-led initiatives encourage active participation in security, improving crime reporting and reducing local tensions.

F3: Sustainable Practices

- **Long-Term Adaptability:** Multi-agency strategies support the development of sustainable law enforcement practices that adapt to community needs.
- **Policy Integration:** Effective collaborations help integrate sustainable practices into national policies, ensuring ongoing support.

F4: Capacity Building

- **Skill Enhancement:** Joint training programs improve law enforcement skills in collaboration, community engagement, and contemporary policing methods.

- **Innovative Solutions:** Collaborative training promotes problem-solving approaches tailored to local contexts and challenges.

F5: Barriers to Collaboration

- **Resource Disparities:** Varying agency resources can hinder collaboration, indicating a need for equitable support distribution.
- **Cultural Barriers:** Different organizational cultures can impede collaboration, requiring commitment to change from diverse stakeholders.

F6: Crime Reduction and Accountability

- **Reduced Crime Rates:** Multi-agency strategies correlate with higher detection rates and lower crime rates, enhancing public confidence in law enforcement.
- **Increased Accountability:** Multidisciplinary oversight improves accountability among agencies, reducing corruption and abuse of power.

Contribution To Knowledge Body

Saro-Ma Multi-Agency Collaboration Framework

The researchers have developed the **SARO-MA Multi-Agency Collaboration Framework**, named after the initials of the four researchers: Shamin, Alice, Reverend, and Onesmus. This proposed framework integrates the key findings from the study and includes actionable recommendations for stakeholders to improve collaborative law enforcement.

Table 5: Origin of the Framework

Shamin (S)	Alice (A)	Reverend (R)	Onesmus (O)	Multi -Agency (MA)
S	A	R	O	MA

Framework Overview

The SARO-MA framework emphasizes integrating multi-agency collaboration, community engagement, and sustainable practices to enhance law enforcement effectiveness. It consists of six critical stages for implementing a multi-agency response, with key components assigned to specific actors based on systems theory principles. By implementing these aspects, the framework aims to achieve sustainable law enforcement in African communities. Additionally, it outlines the expected outcomes from its adoption by various stakeholders in different contexts.

Components of the SARO-MA Multi-agency Collaboration Framework

Table 6: Summary of Key Framework Components

STAGES	KEY COMPONENT	KEY ACTOR	KEY ACTIONS PURSUED
1	Needs Analysis Research Engagement	Law Enforcement Agency Researchers	Conduct a survey to appreciate environmental context
2	Multi-Agency Collaboration Matrix Design	Law Enforcement Agency Researchers	Develop a comprehensive matrix informed by the key findings from the conducted survey
3	Multi-Agency Strategy Formulation	Law Enforcement Agency Researchers	Design an abridged strategic guide and rudder encompassing all critical objectives,

			outputs, outcomes and impacts of the Multi-Agency Response initiative
4	Multi-Agency Strategy Execution	All Multi-Stakeholders in law enforcement value chain	Engage all critical multi-stakeholders in implementing the crafted strategy
5	Multi-Agency Strategy Evaluation	All Multi-Stakeholders in law enforcement value chain	Measure and judge the quality of multi-Agency implementation strategy. Joint and collaborative evaluations are proposed.
6	Multi-Agency Policy Development	All Multi-Stakeholders	Flag out key areas for future attention and improvement to ensure multi-agency initiative is an on-going and dynamic process

Expected Outcomes

Based on the proposed framework the following changes/outcomes are envisaged:

- Increased trust between law enforcement and communities, leading to enhanced cooperation in corruption/crime prevention and reporting.
- Improved crime-solving rates and public satisfaction with law enforcement, demonstrating the effectiveness of multi-agency efforts.
- More efficient use of resources through shared platforms and joint initiatives, resulting in cost-effective policing.
- Sustainable law enforcement practices adapted to local contexts, ensuring long-term community resilience.

Call to Action

Researchers, practitioners, and policymakers are encouraged to adopt and adapt the SARO-MA Multi-agency Collaboration Framework to enhance collaboration in law enforcement. Future studies can validate its effectiveness through empirical research across different regions, thus enriching the knowledge base and contributing to safer communities globally.

Recommendations

Based on the study findings and researchers' interactions with the issue, the study proposes policy and technical recommendations to strengthen sustainable law enforcement through collaboration among diverse stakeholders. Each group is assigned a unique role that enhances the overall effectiveness of multi-agency response strategies in Africa.

Table 7: Specific Recommendations to stakeholders

Stakeholders	Focus area/dimension	Recommended Action Points
Government Agencies	Policy Development	Formulate and implement policies that encourage inter-agency collaboration and resource sharing to create a cohesive law enforcement strategy.
	Training Programs	Invest in training programs that promote cross-agency skills development, focusing on areas such as conflict resolution, community engagement, and investigative techniques

	Funding and Resources	Allocate sufficient funding and resources to joint initiatives, ensuring that necessary tools and technologies are accessible to all agencies involved.
Civil Society (Non-Governmental Organizations (NGOs))	Facilitating Partnerships	Act as intermediaries to foster relationships between law enforcement agencies and community organizations, promoting shared goals and collaborative efforts.
	Community Outreach	Engage in community-based programs that create awareness about law enforcement roles and responsibilities, enhancing public trust and cooperation.
	Research and Advocacy	Conduct research to identify best practices in multi-agency collaboration and advocate for policies that support sustainable law enforcement initiatives
Community Groups	Participation in Policing	Establish community policing initiatives that involve local stakeholders in the development and implementation of law enforcement strategies, ensuring that their voices are heard.
	Feedback Mechanisms	Create platforms for community members to provide feedback on law enforcement activities, fostering an atmosphere of accountability and transparency.
	Community-Led Solutions	Encourage community-led solutions for local security challenges, enhancing resilience and reducing reliance on traditional law enforcement.
International Development Partners	Capacity Building	Offer technical assistance and training resources for African law enforcement agencies to improve multi-agency collaboration and sustainable practices.
	Funding Support	Provide funding for pilot projects that showcase successful multi-agency responses and serve as models for broader implementation.
	Knowledge Sharing	Facilitate knowledge-sharing platforms that connect African stakeholders with international best practices and innovative solutions in law enforcement.
Academy and Research Institutions	Conduct Studies	Undertake further research to evaluate the effectiveness of multi-agency strategies in different contexts, contributing to the evidence base for policy-making.
	Curriculum Development	Develop educational curricula that emphasize collaboration and sustainable law enforcement practices in training programs for future law enforcement professionals.
	Publications and Dissemination:	Publish findings and analysis to disseminate insights on successful collaborations and their impacts, encouraging wider adoption of effective strategies

CONCLUSION

The study concludes that multi-agency response strategies are crucial for fostering collaborative and sustainable law enforcement in Africa. By leveraging the strengths and resources of various stakeholders—government agencies, civil society, community organizations, and international partners—these strategies enhance operational effectiveness and build trust within communities. Effective collaboration improves crime prevention and response, empowers local communities, and promotes sustainable practices suited to the unique socio-political contexts of African nations. However, success requires addressing challenges like resource

disparities and cultural differences among agencies. Ultimately, a commitment to multi-agency collaboration can create more resilient law enforcement systems that effectively tackle Africa's complex security challenges, enhancing public safety and community well-being over the long term.

REFERENCES

1. Bogdan, R. C. & Biklen, S. K. 2019. Qualitative research in education: An introduction to theory and methods (3rd ed.). Needham Heights, MA: Allyn & Bacon.
2. Chisaka ,B,C and Vakalisa, N.C.G. 2013). Some effects of ability grouping in Harare secondary schools: a case study Education South African Journal of Education
3. Community Oriented Policing Services (COPS) .2023. U.S. Department of Justice Office of *Community Oriented Policing Services*
4. Creswell, J.W. 2023. Research design: Qualitative, quantitative, and mixed methods approaches. (2nd ed.) Thousand Oaks: Sage
5. Durkheim, Émile, (1858-1917). The Elementary Forms of the Religious Life, a Study in Religious Sociology. London: New York: G. ..<https://www.britannica.com/topic/governance> ,2025)
6. <https://www.environment.gov.au/system/files/resources/13887ab8-7e03-4b3e-82bb-139b2205a0af/files/national-action-plan>.
7. <https://scribbr.com/methodology/discourse-analysis,2025>)
8. <https://www.disruptiveinnovation-theory> ,2025)
9. <https://morethandigital.info/en/disruptive-innovation-introduction-definition,2025>
10. <https://www.sciencedirect> ,2025)
11. *International Journal of Applied Research in Social Sciences (IJAR)*.2023.violent crime and security challenges: 'police-public blame game' in Ghana, September 2023.*IJAR* , **5(7):193-206**
12. Kazembe. K, 2023. Zimbabwe Turns to China's Smart Policing to Bolster Law Enforcement, Zimbabwe Mail. January 18, 2024.
13. Luo, A. (2023, June 22). *Critical Discourse Analysis | Definition, Guide & Examples*. Scribbr. Retrieved March 3, 2025, from <https://www.scribbr.com/methodology/discourse-analysis/>
14. Miles, M.B. and Huberman, A.M. 2010. *Qualitative data analysis: An expanded sourcebook* (2nd ed.). California. Sage Publications.
15. Preston, P.W. 2012. *Business and economics: Essays on development and southeast Asia*. New York. Mac Graw Hill
16. Ritzer, G. 2009. *Sociological theory*. New York. Mac-Graw Hill.
17. Todaro,M.P. and Smith, S.C. 2020. *Economic Development* .New YorK. Pearson
18. Wodak, R., & Meyer, M. (2001). *Methods of Critical Discourse Analysis*. Sage.
<https://doi.org/10.4135/9780857028020>
19. Zhou.A,2023. Zimbabwe Turns to China's Smart Policing to Bolster Law Enforcement, Zimbabwe Mail. January 18, 2024.
20. Zimbabwe Mail. January 18, 2024.<https://www.thezimbabwe.com> › 2024

PROFILES FOR THE RESEARCHERS AND CO-AUTHORS

1. **Dr. Onesmus Nyaude** is the Senior Manager of Research and Knowledge Management at the Zimbabwe Anti-Corruption Commission (2010–present), where he leads multidisciplinary research that informs evidence-based reform in anti-corruption strategy, integrity management, governance analytics, and risk assessment. In 2025 he authored eight international peer-reviewed articles across top journals and contributed Chapter 4 to the 2025 Creativity Book, underscoring his capacity to bridge scholarly research with practical anti-corruption interventions. His work shapes policy-oriented indicators and methodologies for measuring integrity in public-sector processes and financial flows, and he has advised government agencies and international organizations on designing and implementing integrity regimes in complex systems. With advanced doctoral-level credentials focused on public administration, governance, anti-corruption, and performance measurement, his strengths include robust data governance, ethical interpretation, knowledge management, stakeholder engagement, and the dissemination of actionable insights to practitioners. Notable recognitions include fellowships, awards, or high-profile speaking engagements

2. Rev. Dr. Alice A.K. King is an ethics-focused educator and English language specialist with over 30 years' experience, currently contributing in a prominent capacity at the U.S. Embassy in South Africa. Holding a PhD in Education Leadership and Management (University of South Africa) and an MA in Educational Leadership (Virginia Commonwealth University), she brings deep expertise in ethics education, leadership, and capacity-building for ethical practices across institutions. Her work bridges education, sociology, and social change, offering a normative perspective on how ethical interpretation, community legitimacy, and pro-social norms can inform integrity governance in AI-enabled finance, particularly through pedagogy, mentorship, and cross-cultural engagement. Her track record includes mentorship, educational equity initiatives, and recognition for service to large-scale education programs, making her a valuable contributor to translating ethical theory into practical integrity-enhancing interventions.

3. Mr Takawira Chirume — Manager, Research and Knowledge Management, ZACC

Mr Takawira Chirume is the Manager of Research and Knowledge Management at the Zimbabwe Anti-Corruption Commission (ZACC), where he leads the Commission's empirical research agenda on corruption trends, vulnerability assessments, and institutional integrity across key sectors such as health, mining, public procurement, and local governance. He is a PhD Candidate at Durban University of Technology, a Chartered Accountant, a financial expert, and an AI and emerging technologies specialist. His unique professional grounding in forensic financial analysis, corporate governance, and technology-driven integrity systems gives him a distinctive vantage point on both the detection and prevention of corruption.

His relevance to mainstreaming anti-corruption pedagogy is anchored in three critical areas. First, as head of ZACC's research unit, he generates the empirical evidence — sectoral corruption patterns, risk mapping, and behavioural data — that must inform curriculum content in higher-education programmes such as law, finance, public administration, and governance studies. Second, his Chartered Accountant background equips him to contribute specialised knowledge on financial ethics, procurement fraud, forensic accounting, and anti-money laundering, which are essential pillars of any anti-corruption curriculum. Third, his expertise in artificial intelligence and data analytics positions him to guide higher-education institutions on integrating technology-based integrity tools — such as data forensics, algorithmic procurement monitoring, and digital whistleblowing systems — into both pedagogical models and institutional governance frameworks. His ongoing doctoral research at Durban University of Technology, which examines the intersection of financial systems, technology, and anti-corruption governance, further strengthens his capacity to bridge theory and practice. Mr Chirume's contribution to building synergy between ZACC and higher-education governance would centre on facilitating access to ZACC's empirical research for curriculum development, co-designing anti-corruption modules with universities, supervising postgraduate student research on corruption and governance, and advising university councils and senate committees on financial integrity frameworks, risk management systems, and institutional accountability architecture.

4. Mr. Reverend Magowa

He is a Principal Researcher and curriculum expert at the Zimbabwe Anti-Corruption Commission (ZACC), where he leads national anti-corruption research and designs competency-based curricula that embed integrity literacy into public-sector professional practice. His research portfolio encompasses multidisciplinary investigations that inform policy indicators and governance analytics aimed at strengthening institutional integrity in complex systems — including the specific vulnerabilities that women and gender-diverse groups face within corrupt institutional environments. At ZACC, he has been instrumental in translating empirical findings into training curricula and assessment frameworks that equip public servants with the ethical competencies needed to resist and report corrupt practices, with an explicit focus on how anti-corruption education must account for gendered power asymmetries. His scholarly contributions advance the understanding of how curriculum design, institutional pedagogy, and participatory research methods can be deployed to foster inclusive integrity cultures.

5. Ms. Shamin Dzimba, Senior Researcher and Curriculum Expert at Zimbabwe Anti-Corruption Commission, leads national anti-corruption research and designs competency-based curricula to embed integrity literacy in public sector practice; **Dr. Onesmus Nyaude**, Senior Manager of Research and Knowledge

Management at ZACC, conducts multidisciplinary research that informs policy indicators and governance analytics to strengthen integrity in complex systems.

6. Mrs Ratidzai Mugadagada

Master of Strategic Planning Management (Chinhohi University of Technology). Bachelor of Science (Special Honors) in Monitoring and Evaluation (Lupane State University). Bachelor of Business Studies Honors Degree (University of Zimbabwe) Post Graduate Diploma in Project Planning and Management (University of Zimbabwe). She is a senior Monitoring and Evaluation officer at the Zimbabwe Anti-Corruption commission ZACC where she takes effort in coordinating total quality management, quality assurance and evaluation of all Commission projects and activities. The portfolio requires she performs data collection, and analysis, making use of the six OECD evaluation criteria to juxtapose the findings into the whole of Government IRBME approach for evidence based tracking. Having worked as an M and E data collection focal person for all the Units and departments at the Commission, the tracking of performance outputs and lately outcomes led to the key strategic decision making practices that have driven the Commission to achieve the set goals and objectives.