

A large, white, stylized number '4' is centered on the page. The background consists of various shades of blue and grey geometric shapes, including triangles and polygons, creating a modern, abstract design. A thin yellow and green diagonal line is visible in the upper right quadrant.

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IMPLEMENTATION OF SECTOR POLICING

MONITORING AND EVALUATION FRAMEWORK



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1. INTRODUCTION

This section will –

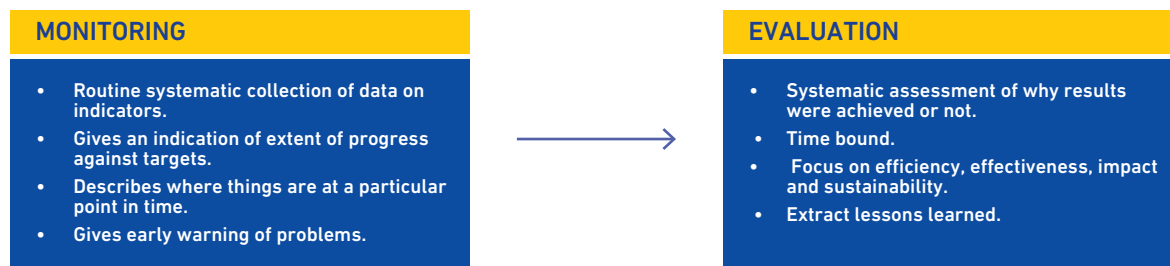
- Create an understanding of the monitoring and evaluation process
- Provide guidelines on the monitoring and evaluation process in respect of Sector Policing
- Provide a standardised approach to monitoring the implementation of Sector Policing
- Provide a monitoring and evaluation framework, planning template, process flow of information, reporting template and monitoring checklist.

Monitoring and evaluation (M&E) is a useful management tool. It helps you to:

- Track progress with implementation of a programme or strategy.
- Detect problems as early as possible.
- Assess the efficiency and effectiveness of a particular programme or strategy.
- Account for progress or results.
- Learn from what works and what does not work.

Monitoring and evaluation has become increasingly important in organisations to monitor progress on implementation, to evaluate impact and to improve service delivery and general efficiency.

The terms “monitoring” and “evaluation” are used interchangeably. However, they are two distinct, but complementary, processes as shown in the figure below.





2. WHY IS A MONITORING AND EVALUATION STRUCTURE NECESSARY?

Monitoring and evaluation is often an afterthought in the implementation process of programmes or strategies in organisations, however it is an extremely important element in the implementation process. There are a number of reasons why you should monitor and evaluate new or revised programmes or processes implemented:

- To keep track of progress with the implementation of the new or revised process or programme.
- To alert you to problems with the process early to enable you to take or recommend corrective action.
- To determine whether or not the process or programme is achieving the objectives set out in the business case.
- To provide information and learning that can assist your organisation in improving its performance.
- To identify good practices to assist in the development of models of excellence.

The following aspects could be considered in determining hotspots, trends, tendencies and modi operandi:

- What types of crimes have been committed?
- Where are the crimes committed?
- At what time are the crimes committed?
- How are the crimes committed?
- How do the rates and risks of crimes differ from the different circumstances and what is causing or contributing to the crimes being committed?
- What is the impact of the crimes on the community?

3. TOOLS FOR MONITORING AND EVALUATION

The following tools can be used for monitoring and evaluation:

- Monitoring and Evaluation Framework.
- Monitoring and evaluation planning template.
- Monitoring and evaluation reporting template.

4. SECTOR POLICING MONITORING AND EVALUATION PLANNING TEMPLATE

The Sector Policing Monitoring and Evaluation framework will aim to set out: -

- what will be monitored and evaluated;
- how it will be done;
- who will collect information;
- what information will be collected; and
- when and how the results will be reported



4.1 Sector Policing Monitoring Process

4.1.1 Sector Policing Monitoring Process

Monitoring process planning elements	Description
Aim	To monitor implementation of Sector Policing as policing approach in the South African Police Service as per National Instruction 3 of 2013.
What will be used to measure progress	<ul style="list-style-type: none"> • Objectives as determined in the SAPS Annual Performance Plan. • The following minimum implementation criteria as determined in National Instruction 3 of 2013 will be used to monitor progress on implementation: <ul style="list-style-type: none"> - The police station area must be demarcated into manageable sectors, at least two sectors; - Permanent member(s) must be appointed as a sector commander(s) to manage and coordinate all crime related activities in the demarcated sectors depending on available capacity. - A sector profile must be compiled for each demarcated sector by the appointed sector commander; - Operational members and physical resources must be deployed in accordance with the crime pattern and threat analysis to perform policing duties in the demarcated sectors to enhance service delivery, based on resources available; and - A sector forum must be established or as an alternative arrangement existing community structures may be used to support community interaction and participation in crime prevention initiatives. • Sector Policing will be considered to be implemented at police stations if all five minimum criteria determined are met. • Quarterly reporting on progress of implementation of Sector Policing by Provinces. • Regular monitoring visits/inspections will be conducted and progress reports will be drafted by: <ul style="list-style-type: none"> - Station Commanders - Office of the Cluster Commander - Office of the Provincial Commissioner - Division Visible Policing - Division: Inspectorate • National Sector Policing Database
How will information be collected	<ul style="list-style-type: none"> • Station Commanders will be required to report progress on implementation of Sector policing at the police station to the Cluster Commander. • The Cluster commander will verify the information received from all the police stations in the cluster area and forward a consolidated report to the Provincial Commissioner. • The Provincial Commissioner will verify the information received from all the police stations in the province and forward a consolidated report to the Divisional Commissioner.


Monitoring process planning elements	Description
How will information be collected	<ul style="list-style-type: none"> • The Divisional Commissioner will consolidate the information of all nine provinces and capture the information on the national Sector Policing database and report quarterly to the Head Strategic Management, who in turn will report to the National Commissioner, Minister of Police, Treasury and Auditor General. • A reporting template will be communicated by the Division: Visible Policing to facilitate the reporting and collection of the required information. • Police stations, clusters and provinces will be required to forward quarterly reports and compliance certificates on progress in respect of Sector Policing to the Cluster, Province or Division: Visible Policing respectively, based on the developed reporting template and the Cluster and Province will further maintain a database on the status of implementation of Sector Policing in the cluster and province. • All levels will be required to issue a certificate indicating the information collected were verified in order to ensure accuracy and reliability. • Quarterly reporting process is a manual process. • During police station monitoring visits by completing the Monitoring Checklist.
Reporting results	<ul style="list-style-type: none"> • Progress on the implementation of Sector Policing will be reported on a quarterly and annual basis by the Division Visible Policing to: <ul style="list-style-type: none"> - National Commissioner - Strategic Management • Strategic Management in turn will report progress to: <ul style="list-style-type: none"> - Minister of Police - National Treasury - Auditor-General • Progress on implementation of Sector Policing will be reported in the Annual Report of the South African Police Service. • Feedback during: <ul style="list-style-type: none"> - Community Police Forum meetings; - Sector Forum meetings; - other acknowledged community structures used as alternative to a formal established Sector Forum; and - general community interactions or local media • Feedback reports following a police station monitoring visit.
Corrective action	<ul style="list-style-type: none"> • Taking of corrective actions will be the responsibility of the following levels and will be communicated based on the outcome of feedback received from station, cluster and provincial level, findings and recommendations made during monitoring visits at police stations and information obtained during Sector Forum meetings or other interaction with the community: <ul style="list-style-type: none"> - Divisional Commissioners concerned - Provincial Commissioners - Cluster Commanders - Sector Commanders - Operational Commanders - Sector Commander - Community Police Forum Structures - Sector Forum Structures • Police stations, clusters and provinces will be required to develop action plans to address identified discrepancies and identified challenges. • Record of all visits will be captured on a manual data base and follow up visits will be conducted to follow up on corrective actions required.



Monitoring process planning elements	Description
Timing of the monitoring	<ul style="list-style-type: none"> From the date of implementation of the revised Sector Policing approach.
Who should do it	<ul style="list-style-type: none"> Divisions concerned Provincial Commissioners Cluster Commanders Station Commanders Operational Commanders Sector Commanders Community Police Forums
What resources will be required	<ul style="list-style-type: none"> Annual allocated Budget Human and physical resources

4.1.2 Sector Policing Process Flow of information, Reporting Template and Monitoring Checklist

- Process Flow of information**
- The Sector Commander compiles a quarterly feedback report required in terms of the following minimum criteria-
 - that a map is available indicating the demarcated sectors in the police station area and that at least two sectors are demarcated;
 - that a permanent member(s) is appointed as a sector commander to manage and coordinate all crime related activities in the demarcated sectors;
 - that updated sector profiles are available for demarcated sector(s);
 - that operational members and physical resources are deployed in accordance with the crime pattern and threat analysis to perform policing duties in the demarcated sectors to enhance service delivery; and that a Sector Forum is functional and minutes of the meetings are available or that structured community meetings are attended as alternative arrangement and that proof of such attendance is available.
- The quarterly feedback report is submitted to the Visible Policing Commander for verification and to the Station Commander for verification and approval.
- The quarterly feedback report is forwarded to the Cluster Commander.
- The Cluster Commander verifies and confirms that sector policing is/is not implemented at all the police stations in the cluster, approves the quarterly feedback report and forwards the report to the Provincial Commissioner.
- The Provincial Commissioner verifies and confirms that sector policing is/is not implemented at all the police stations in the province and forwards the quarterly feedback report to the Divisional Commissioner: Visible Policing.
- A designated official in the Section: Proactive Policing and Crime Reduction consolidate the quarterly feedback reports received from the respective Provincial Commissioners and update the manual Sector Policing Data Base.
- Performance information is submitted to the Section Head: Proactive Policing and Crime Reduction for approval.

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- Performance information and supporting evidence is submitted to the Commander: Management Information and Strategic Planning at the Division: Visible Policing for comparison with the supporting document and inclusion in the Division's quarterly/annual report template.
 - Performance information is approved by the Divisional Commissioner: Visible Policing and forwarded to the Head: Strategic Management.
 - A designated official at Strategic Management receives the performance information and supporting evidence for quarterly and annual reporting from the Division and compares the information with the supporting document and previous quarterly/annual report information.
 - Information is captured in the quarterly/annual report template for the SAPS.
 - Quarterly/annual report is submitted to the National Commissioner for approval.

- **Reporting Template**

- The Visible Policing Division will provide guidelines and a reporting template to provinces to report progress on the implementation of Sector Policing on a quarterly basis. Feedback on the following will be required from provinces to determine the status of the implementation of Sector Policing in the province;
 - Name of the police stations;
 - Number of sectors (two or more);
 - Number of Sector Commander(s) appointed;
 - Number of sector profiles compiled for each sector;
 - Number of Sector Forums established or existing community structures used to support community interaction and participation in crime prevention initiatives (community structures such as watch structures, school committees, rate payers association committees, farmer or farm worker associations, religious forums, business forums, tribal councils)
 - Did the police station comply with the following directives to ensure the effective deployment of resources (NI 3/2013 and SO(General) 256)
 - Number of operational members, including reservists deployed in all the sectors; and
 - Number of vehicles allocated to all the sectors.

Refer to Annexure G: Sector Policing Quarterly feedback reporting template

Sector Policing Monitoring Checklist for Commanders

Implementation dimensions		Means of verification	Achieved (yes)	Not achieved (no)	Remarks: Why Not Achieved?
A. Governance and monitoring of implementation					
1.	Is a copy of National Instruction 3/2013 available?	<ul style="list-style-type: none"> • Copy of National Instruction 3/2013 			
2.	Have the required quarterly report in respect of the implementation of Sector Policing at the police station been forwarded to cluster level?	<ul style="list-style-type: none"> • Copy of quarterly report forwarded as per reporting template (Excel spreadsheet/ Reporting Template). • Signed compliance certificate by the Station Commander indicating that the information was verified and is accurate, reliable and valid. NI 3/2013 paragraph 11(1) 			
B. Operational implementation criteria					
1.	Has the police station area been demarcated into two or more sectors?	<ul style="list-style-type: none"> • A map indicating the demarcated sectors is available (a map of demarcated police station must be visible in the Community Service Centre and a small map must be available in the sector file) • At least two or more sectors has been established NI 3/2013 paragraph 5(a) and 6(1),(2) and (3) 			
2	Have a permanent member(s) been appointed as sector commander(s) to manage and coordinate all crime related activities in the demarcated sectors?	<p>Sector Commander(s) has been appointed in writing and Job Description available</p> <p>(if adequate capacity is available a sector commander may be appointed for each sector, otherwise one Sector Commander may be appointed to coordinate all activities in the demarcated sectors. The Sector Commander may be responsible for more than one sector). NI 3/2013 paragraph 5(b), 7, 8 and 10</p>			





Sector Policing Monitoring Checklist for Commanders

Implementation dimensions	Means of verification	Achieved (yes)	Not achieved (no)	Remarks: Why Not Achieved?
B. Operational implementation criteria				
3. Have sector profiles been compiled by the appointed sector commander(s) for each demarcated sector and reviewed quarterly?	<ul style="list-style-type: none"> • An updated sector profile(s) is available for each established sector. • The commanders inspect sector profiles to ensure that it is reviewed quarterly. <p>NI 3/2013 paragraph 5(c), 7(2)(d) and 8(1)(2)(3)</p> <p>A sector file must include the following documentation</p> <p>Section A:</p> <ul style="list-style-type: none"> • Copy of National Instruction 3/2013, • Copies of national, divisional, provincial, cluster and station directives issued in respect of Sector Policing, • Copy of written appointment of the Sector Commander(s) by the Station Commander and/or job description, • Constitution & Code of Conduct of the Sector Forum, • Signed minutes of the Sector Forum, or if a dedicated Sector Forum has not established, copies of minutes of the community safety structure meetings attended, or any other proof of attendance, if minutes are not available, 			

Sector Policing Monitoring Checklist for Commanders

Implementation dimensions	Means of verification	Achieved (yes)	Not achieved (no)	Remarks: Why Not Achieved?
B. Operational implementation criteria				
3. Have sector profiles been compiled by the appointed sector commander(s) for each demarcated sector and reviewed quarterly?	<ul style="list-style-type: none"> Demarcated map of the police station area, indicating the specific sector(s) Record of daily activities, such as meetings attended, planned/implemented crime prevention projects/programmes? <p>Section B: Completed and updated sector profile</p>			
4 Have operational members and physical resources been deployed sectors in accordance with the crime pattern and threat analysis to perform policing duties in the demarcated sectors to enhance service delivery, based on the resources available?	<ul style="list-style-type: none"> A SAPS 15 is completed and the nature of duties of members is indicated by the relief commander (SO 256 paragraph 3(2), (3) and 4(a), (c). On and off duty parades take place during which operational members were tasked/briefed/debriefed in terms of the CTA/CPA and high crime areas. <p>(SO 256 paragraph 3(4)(e)(v), (7)(a),(c),5(6)(d),(f) and (7) Letter 3/1/5/1/203 (Deployment of members in accordance to the CTA and CPA) dd 23-12-2013</p> <ul style="list-style-type: none"> Copies of Success Capturing reports (SAPS 594) are available. Letter 3/1/5/1/162 dd 20-03-2014, paragraph 4,8 Copies of approved Operational Plans are available Letter 3/1/5/1/162 dd 20-03-2014, paragraph 4,6 and 4. 			



Sector Policing Monitoring Checklist for Commanders

Implementation dimensions	Means of verification	Achieved (yes)	Not achieved (no)	Remarks: Why Not Achieved?
B. Operational implementation criteria				
4. Have operational members and physical resources been deployed sectors in accordance with the crime pattern and threat analysis to perform policing duties in the demarcated sectors to enhance service delivery, based on the resources available?	<ul style="list-style-type: none"> Minutes of SCCF (Tasking's to the Relief Commander in terms of deployment) Proper record of the full proceedings at each SCCF has to be available for at least six months after the event at station level. All taskings must be recorded in writing with an indication of accountability. The heads/commanders present at the SCCF meeting must ensure that the taskings are allocated to operational or operational support members. The written taskings have to be forwarded to the Cluster Commander within 24hrs after the SCCF meeting. The Station Commander has to provide feedback in terms of the outcomes of all tasking's at the scheduled CCCF meeting. NI 3/2013 paragraph 4(7) and 9(1),(2) and (3) 			
5. Is a sector forum established or existing community structures used to support community interaction and participation in crime prevention initiatives? (community structures such as watch structures, school committees, rate payers association committees, farmer or farm worker associations, religious forums, business forums, tribal councils may be used for this purpose as long as it support community interaction and participation in crime prevention initiatives).	<ul style="list-style-type: none"> Chairperson and Executive Committee have been appointed Constitution and Code of Conduct of Sector Forum are available Notices of meetings and Agendas are available Proof of attendance of acknowledged community meetings, such as School Safety meetings, Farmers Association meetings, Tribal Councils, are available (Meetings must at least take place monthly) NI 3/2013 paragraph, 7(2)(e), 10(1),(2) and (3) 			



Sector Policing Monitoring Checklist for Commanders

Implementation dimensions	Means of verification	Achieved (yes)	Not achieved (no)	Remarks: Why Not Achieved?
C. Community participation				
1. Have community crime prevention programmes/projects been implemented in the police station area?	<ul style="list-style-type: none"> • Hard copies of crime prevention programmes/projects planning are available • NI 3/2013 paragraph 3(f-l) 			
<p>Note: If required minimum criteria as per National Instruction 3 of 2013, paragraph 5 and 6 (2) is not achieved, indicate under remarks column reasons why not achieved</p>				



Sector Policing Evaluation Process

Evaluation process planning elements	Description
Aim	To evaluate the effectiveness and impact of the implementation of the revised Sector Policing National Instruction 3 of 2013
What will be used to measure progress?	<ul style="list-style-type: none"> • Objectives of the Sector Policing National Instruction 3 of 2013 is to; <ul style="list-style-type: none"> - Enhanced crime detection - decrease in crime; - enhanced visible and accessible policing by local police officials; - improved response times; - improved investigation; - effective informer networks; - enhanced community interaction and cooperation - functional partnerships established with the community; - enhanced service delivery; - enhanced command and control; - effective and efficient deployment of resources; and - improved trust, satisfaction and confidence in the police.
How will the information be collected?	<ul style="list-style-type: none"> • Sector Policing Conference • Impact Analysis Study • Surveys • Questionnaires • Interviews with the community • Observations • Review of documents/reports/media coverage, including internal and external
Reporting results	<ul style="list-style-type: none"> • Written reports documenting the results of the evaluation/analysis/outcome of surveys/observations/interviews • Presentations to management • Presentations to personnel and stakeholders.



Sector Policing Evaluation Process

Evaluation process planning elements	Description
Corrective action	<ul style="list-style-type: none"> • Reports will contain the following recommendations for corrective action: <ul style="list-style-type: none"> - What action is needed? - Who should take action? (National, Province, Cluster, Police Station) - By when should action be taken? - Who will be accountable for taking corrective action? - Follow-up or routine monitoring of corrective actions recommended. • Implementation plan will be drafted to facilitate the implementation of the corrective actions.
Timing of the evaluation	Twelve months following the implementation of the revised National Instruction: National Instruction 3/2013 aligned with the following financial year.
Who should do it?	<ul style="list-style-type: none"> • External service provider • Strategic Management • Divisions concerned • Provincial Commissioners • Cluster Commanders • Station Commanders
What resources will be required?	Ring fenced budget for impact assessment by external service provider Annual allocated budget Human and physical Resources

