



Civilian Secretariat for Police Strategic Plan 2014/19



**civilian secretariat
for police**

Department:
Civilian Secretariat for Police
REPUBLIC OF SOUTH AFRICA

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OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed under the guidance of the Secretary of Police in accordance with the direction of the Honourable NPT Nhleko
- Takes into account all the relevant policies, legislation and other mandates for which the Civilian Secretariat for Police is responsible.
- Accurately reflects the strategic goals and objectives which the Civilian Secretariat for Police will endeavour to achieve over the period 2014– 2019



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List of Abbreviations/Acronyms

AGSA	The Auditor-General of South Africa
APP	Annual Performance Plan
CPF	Community Policing Forum
CSF	Community Safety Forum
CSP Act	Civilian Secretariat for Police Act
DEVCOM	Development Committee
DPCI	Directorate for Priority Crime Investigations
DPSA	Department of Public Service and Administration
FSD	Frontline Service Delivery
HR	Human Resources
HRM	Human Resource Management
HRD	Human Resource Development
IMS	Information Management System
ICD	Independent Complaints Directorate
ICPC	International Centre for the Prevention of Crime
IPID	Independent Police Investigative Directorate
JCPS	Justice Crime Prevention and Security Cluster
M&E	Monitoring and Evaluation
MINMEC	MINMEC
MISS	Minimum Information Security Standards
MOU	Memorandum of Agreement
NCOP	National Council of Provinces
NDP	National Development Plan
PFMA	Public Finance Management Act
PMDS	Performance Management Development System
PSETA	Public Service Sector Education and Training Authority
PSIRA	Private Security Industry Regulatory Authority
RAG	Resource and Allocation Guide
ROC	Resolving of Crime
SAPS	South African Police Service
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SMS	Senior Management System
WSDP	Work Skills Plan





Foreword by the Minister of Police

The Civilian Secretariat for Police is faced with serious expectations to introduce policies and legislation to assist the South African Police Service in improving the professionalisation and minimising the perception of a militarised police force. The Secretariat has already conducted extensive work in the field of developing new policing policies which will be increased over the next five years. Policies such as the White Paper on Safety and Security and the White Paper on the Police are urgent and will set the foundation for more progressive policies over the MTEF period. Furthermore, research will be conducted on the demilitarisation of the South African Police Service.

The introduction of the South African Police Service Bill to parliament will be a major milestone, considering that the South African Police Service Act of 1995 pre-dates our Constitution of 1996. It is imperative that the legislation underpinning our police service is aligned to the Constitution of the Republic of South Africa and speaks to the values contained therein. Legislation is supported by amendments to the Regulations of the South African Police Service Act. A number of Bills will be introduced to parliament to increase the safety of our people and protecting the constitutional democracy of our country against terrorism.

Building the social fabric of society by interactions and cooperation with civil society organisations in the fight against crime is high on the agenda of the Secretariat. The safety of our rural villages and urban areas will be a priority by assessing the functionality of Community Safety Forums and monitoring the implementation of guidelines Community Police Forums. The participation of civil society in crime prevention activities will be increased through outreach programmes and consultation processes.

Civilian oversight over the South African Police will be strengthened through Memorandums of Agreement and tools set to monitor the implementation of policing policies by the SAPS.

Minister of Police
NPT Nhleko
09 March 2015



Introduction by the Deputy Minister of Police

One of the key mandates of the Civilian Secretariat of Police is performing the task of civilian oversight over the SAPS. It is not an easy task if one compares the capacity of the Secretariat with the huge numbers of the SAPS.

It is therefore of great importance for SAPS to give full cooperation to the Secretariat to execute its mandate of monitoring and evaluating the performance and conduct of its members, units and provincial and national offices. The Secretariat should be commended for the shining work done over the last few years despite the challenges it faced with regard to capacity.

The next five years will be exciting, but not without challenges. I would like to extend to the Civilian Secretariat for Police, my unconditional support in exercising its duties and executing its mandate for a South Africa where all its people are safe and feel safe.

Deputy Minister of Police
MM Sotyu
09 March 2015

PART A: STRATEGIC OVERVIEW

1. Vision

A transformed and accountable Police Service that reflects the values of our developmental State.

2. Mission

To provide an efficient and effective civilian oversight over the South African Police Service and enhance the role of the Minister of Police.

3. Values

In carrying out its mandate, the Civilian Secretariat for Police subscribes to the following set of values:

OUR RELATIONSHIP WITH PARLIAMENT

As employees of the Civilian Secretariat for Police we diligently affirm our commitment to:

- Be faithful to the Republic and honour the Constitution.
- Put the interest of the public first.
- Ensure execution of the policies of the Government.
- Strive to be faithful to statutory requirements and instructions.
- Co-operate with public institutions in promoting public interest.

OUR RELATIONSHIP WITH THE PUBLIC

As employees of the Civilian Secretariat for Police we diligently affirm our commitment to:

- Promote the unity and well-being of the South African Nation.
- Be unbiased and impartial.
- Be polite, helpful and reasonably accessible and maintain high service standards.
- Have regard for the circumstances and concerns of the public.
- The development and upliftment of all South Africans.
- Not unfairly discriminate against any member of the public.
- Not abuse our positions as public servants.
- Respect and protect every person's dignity and rights.
- Recognise the public's right to information except where protected by law.

OUR RELATIONSHIP WITH OUR COLLEAGUES

As employees of the Civilian Secretariat for Police we diligently affirm our commitment to:

- Co-operate fully with our colleagues to advance the public interest.
- Execute all reasonable instructions by persons officially assigned to give such.
- Refrain from favouring friends and family and not abuse our authority nor be unduly influenced.
- Use the appropriate channels to air any grievances or make direct representations.
- Be committed to development, motivation and utilization of our staff and promote sound labour relations.
- Deal fairly, professionally and equitably with colleagues.

PERFORMANCE OF OUR DUTIES

As employees of the Civilian Secretariat for Police we diligently affirm our commitment to:

- Strive to achieve the objectives of the Secretariat cost-effectively and in the public interest.
- Be creative in thought in the execution of our duties.
- Be punctual in the execution of our duties.
- Be professional and competent in our duties.
- Not engage in any action or transaction in conflict with the execution of our duties.
- Recuse ourselves from any official action or decision making that may result in improper gain and to declare such interest.

- Avail ourselves for further training and self development throughout our careers.
- Be honest and accountable when dealing with public funds.
- Promote sound, efficient, effective, transparent and accountable administration.
- Report fraud, corruption, nepotism and maladministration.
- Give honest and impartial advice.
- Honour confidentiality.

OUR PERSONAL CONDUCT AND PRIVATE INTERESTS

As employees of the Civilian Secretariat for Police we diligently affirm our commitment to:

- Dress and behave in a manner that enhances the public service during official duties.
- Act responsibly in the use of alcohol or intoxicating substances.
- Not use our position to obtain gifts or benefits for ourselves or accept such that can be construed as bribes.
- Not disclose official information for personal gain or for the gain of others.
- Not undertake remunerative work outside official duties without prior approval or use official equipment for such work.

4. Legislative and other mandates

4.1 Legislative mandates

The Civilian Secretariat for Police derives its mandate from the following legislative frameworks:

- Constitution of the Republic of South Africa, 1996
- South African Police Service Act, 1995
- White Paper on Safety and Security, 1998
- National Crime Prevention Strategy, 1996
- Public Service Regulatory Framework e.g. Public Finance Management Act 1,1999
- Civilian Secretariat for Police Service Act, 2011
- Independent Police Investigative Directorate Act, 2011

The Constitution of the Republic of South Africa, 1996

The Civilian Secretariat for Police derives its mandate from the Constitution of the Republic of South Africa, Act 108 of 1996. Section 208 of the Constitution requires the Minister of Police to establish a Police Civilian Secretariat which operates directly under the Minister's direction and authority.

The Civilian Secretariat for Police Service Act, 2011 (Act No. 2 of 2011) responds to section 208 of the Constitution which obliges the Minister of Police to establish a Civilian Secretariat for Police that operates directly under the Minister's direction and authority. The Civilian Secretariat for Police Act also takes into cognizance section 206 of the Constitution that entitles the provincial executive to perform certain oversight functions that relate to policing.

The Civilian Secretariat for Police Service Act 2, 2011

The Civilian Secretariat for Police Act was passed by Parliament in March 2011 and assented to by the President on 16 May 2011 in terms of Government Notice No. 34299 (Notice No. 426) of 16 May 2011. The Act has been enacted by the President on 1st December 2011, except for the provision that makes the Civilian Secretariat a designated department and the Secretary of Police assuming Accounting Officer responsibilities.

The Act provides, amongst others, for –

- The establishment of a Civilian Secretariat for the Police by the Minister of Police as a designated department at national level.
- The appointment, duties and functions of the Secretary of Police.
- The powers and functions of the Civilian Secretariat for Police.
- The Act was enacted on 1st December 2011.

4.2 Policy Mandates

The White Paper for Safety and Security (1998) speaks to roles and responsibilities within public-policing environment. It defines the roles as follows:

- The Minister is responsible for the development, monitoring and implementation of policy and is accountable for all three of these dimensions;
- SAPS' role is to focus on their core business which is to prevent, combat and investigate crime, maintain public order and manage all operational functions of the service
- The Civilian Secretariat for Police must have the capacity and be empowered to perform the following functions;
 - To provide the Minister with policy advice
 - To monitor and audit the police
 - To provide support services to the Minister
 - To mobilise role-players, stakeholders and partners outside

The White Paper for Safety and Security expands on the role of the Secretariat of Police as follows:

- **Policy and Strategy:** To embark on strategic and indicative planning, research and the formulation of departmental policy proposals, which when approved by the Minister, would guide the activities of the SAPS.
- **Audit and Monitoring:** To monitor the Department of Police's budget to ensure alignment with the policies approved by the Minister and to monitoring the effectiveness and efficiency of the implementation of these policies.
- **Providing Ministerial support services:** Including the management of international and stakeholder liaison, as well as to provide legislative support.
- **Communication:** The implementation of a communication strategy aimed at informing and mobilising role players, stakeholders and partners outside the Department regarding the delivery of Safety and Security.
- **Accountability:** To account to the Minister and to Parliament on issues and activities

National Crime Prevention Strategy

The National Crime Prevention Strategy was initiated by the Cabinet in March 1995. The strategy was a result of an extensive process of research and analysis and drew on international experiences. Civil Society and NGO's involved with crime prevention made a substantial contribution to this strategy.

4.3 Relevant court rulings

There were no court rulings that had any significant or ongoing impact on the operations or service delivery obligations of the Civilian Secretariat.

4.4 Planned policy initiatives

The White Paper on the Police and the White Paper on Safety and Security were finalised and advertised for public comment in February 2015. The White Paper on the Police sets out the policy framework for achieving the vision for policing as set out in the National Development Plan. Finalising the White Paper on Safety and Security as led by the Civilian Secretariat for Police, will be the joint policy priority of the JCPS Cluster for the 2015/16 year. This macro policy seeks to address citizen safety and the root causes of crime. A further cluster initiative that is being conducted under the auspices of the Civilian Secretary for Police is the National Critical Infrastructure Protection Policy to be supported by the National Critical Infrastructure Protection Bill. The policy on Serial Rape & Serial Murder is a move away from identification of the crimes through just DNA linkages. It guides the identification and management of the crimes through modus operandi. The policy on Reducing Barriers to Reporting Crimes on Gender Based Violence encourages victims to report gender based violence crimes to the police, and it supports an appropriate and meaningful engagement with the criminal justice system.

5. Situational analysis

5.1 Performance environment

The Secretariat operated as a cost centre of the SAPS until 1st April 2014. At the beginning of the 2014/15 financial year the Secretariat started to function as a transfer department whilst in the process to transfer key financial, IT and other supply chain functions from the SAPS. Transitional arrangements were made that included MOU's to minimise the impact of the change to a designated department.

In support to provinces to align with the Civilian Secretariat for Police Service Act, the Secretariat assisted provincial departments of safety with regard to their establishment of provincial secretariats at a structural level. This was done by amongst others facilitating the review of their Budget and Programme Structures, review of Customised Indicators and providing assistance with the facilitation of strategic planning sessions.

Cooperation and liaison with bodies such as the Independent Police Investigative Directorate, SAPS and PSIRA

was strengthened through MOU's and forums to execute the Secretariat's mandate and the implementation of the Act. Two major aspects of the Act transferred as new functions to Secretariat were the monitoring of the implementation of Domestic Violence Act recommendations implemented by SAPS and the dealing with service delivery complaints against SAPS. The latter is now under discussion because it is a function that was not really allocated to the Secretariat, but was taken up during the period of transition.

5.2 Organisational environment

The Secretariat has filled 110 of its 121 funded posts. The percentage of positions filled in terms of the approved establishment is at 88%. Vacant number is 11 with a percentage vacancy rate at 0.9%. A critical outstanding post is that of the Chief Financial Officer, which became vacant in December 2014. Some of the reasons why certain positions are vacant were caused by disputes, declining of offers and promotions within the Secretariat. The position of Secretary of Police became vacant at the end of August 2014. An Acting Secretary was appointed on 2nd September 2014. This position was advertised and will be filled in the new financial year.

Critical governance issues were addressed in the third quarter such as the appointment of the Audit Committee and the Risk Committee. Key appointments of the Risk Manager and Director: Fraud and Anti-Corruption were made, which assist to identify and eliminate serious risks and fraud within the Secretariat. The Secretariat operated as a SAPS cost centre and was never obliged to be independently audited. This will change for the 2014/15 financial year. The Auditor-General of South Africa (AGSA) has already submitted an engagement letter to the Secretary of Police to start the process of auditing the 2014/15 financial year starting at the beginning of February 2015. The Audit Committee and the AGSA will therefore base their future findings on the financial and non-financial performance on the provision of evidence. The Secretariat has started the process of internally collating all evidence of performance.

National Treasury declared the Secretariat a transfer department for the 2014/15 financial year.

The following activities have taken place in order for the Secretariat to be able to function as a designated department:

- The Secretariat has been registered with SARS in terms of PAYE, UIF and SDL
- The Secretariat has been registered on GEPF
- All financial and supply chain policies have been approved and are being implemented
- All the necessary BAS and PERSAL information has been captured
- Training on BAS has taken place
- The Bid Adjudication Committee (BAC) has been appointed
- Assets verification has occurred and by the end of December 2014 all assets will be officially transferred from SAPS.
- The Secretariat has finalised with National Treasury the budget for the MTEF cycle
- Section 38(1)(j) certificate issued to SAPS
- Secretariat's beneficiary details on SAPS system and Safety web verified
- 1st tranche of the funds transferred into Secretariat's PMG account
- Integration between PERSAL, BAS and PMG tested by trial run performed on PERSAL
- Super users and system controllers have been appointed
- Plan B in place to mitigate impact of the delay by SITA with the rollout of infrastructure
- Processing of transaction on BAS system will commence
- Transfer of SCM and Financial Administration functions to be finalised
- Processing of transaction on PERSAL system planned
- Transfer of related functions to be finalised

5.3 Description of the Strategic Planning process

The process of the planning involved an in-depth analysis of the implications of the Civilian Secretariat for Police Service Act, as well the current safety and security environment. The process also involved a review of the performance of the previous year to determine strengths, weaknesses, opportunities and threats. Consultations were held with various stakeholders, including IPID, Provincial Departments of Community Safety and SAPS.

Two strategic planning sessions were held, 14th August 2014 and 31st October 2014 to plan the priorities for the Secretariat based on the Medium Terms Strategic Framework (MTSF) period, the National Development Plan (NDP), Presidential Outcome 3 and focus areas emanating from the JCPS Cluster.



OBJECTS OF THE SECRETARIAT

To exercise civilian control over the service.
To give strategic advice to the Minister in respect of
developing and implementing policies and provide
administrative support to the Minister in the discharge of his/her obligations.

Liaise

Implement
and stakeholder

Implement
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6. Strategic goals of the department

The overall strategic goal of the Secretariat is to conduct civilian oversight over the police and provide the Minister of Police with strategic support (policy advice, legislative support, public participation and monitoring and evaluation of SAPS). Given this mandate, the Secretariat has adopted the following key strategic outcomes:

Strategic Goal 1	A well-advised and supported Minister for a service-delivery oriented police service that is accountable
Goal statement	Ensuring compliance to all Public Service Rules and Regulations, the Public Finance Management Act, all Treasury Regulations and maintaining a well-run administration
Strategic Goal 2	Quality, timeous evidence-based strategic research, policy advise and legislative support to the Minister of Police
Goal statement	To develop and facilitate legislation, research and policy to strengthen the policing environment
Strategic Goal 3	Deepened public participation in the fight against crime
Goal statement	To facilitate collaboration between government and civil society organisations in crime prevention
Strategic Goal 4	Enhanced accountability and transformation of the South African Police Service
Goal statement	To promote accountability and transformation of the South African Police Service by providing effective and efficient monitoring and evaluation

Overview of 2015/16 budget and MTEF estimates

Expenditure estimates

Table 1: Civilian Secretariat for Police								
Programme		Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
		2011/2012	2012/2013	2013/2014		2015/2016	2016/2017	2017/2018
	R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000
1	Administration	11 810	11 616	26 806	32 371	36 451	38 193	42 478
2	Intersectoral Coordination and Strategic Partnerships	5 993	8 870	10 450	19 493	22 539	23 780	25 770
3	Legislation and Policy Development	4 968	6 576	11 563	28 427	23 442	24 730	26 967
4	Civilian Oversight, Monitoring and Evaluation	9 162	12 853	12 159	19 507	22 662	23 889	25 842
TOTAL		31 933	39 915	60 978	99 798	105 094	110 592	121 057
Direct charges against the National Revenue Fund		-	-	-	-	-	-	-
TOTAL		31 933	39 915	60 978	99 798	105 094	110 592	121 057

PART B: STRATEGIC OBJECTIVES

7. Programmes and Sub-programmes

Programme 1: Administration

Programme purpose: Provides administrative support, strategic leadership and management for the department

Programme	Sub-Programme
1. Administration	1.1 Department Management 1.2 Corporate Services 1.3 Finance Management 1.4 Internal Audit

Sub-Programme 1.1: Department Management

Sub-Programme Purpose: Provides strategic support to the Secretary of Police

Strategic Objective	To provide leadership, strategic management and direction to the Secretariat
Objective statement	To provide leadership, strategic management and direction to the Secretariat and to support the Secretary of Police
Baseline	<ul style="list-style-type: none">• Civilian Secretariat for Police Service Act in place• Performance agreements in place• Secretariat re-structured in terms of new approved organisational structure• Advice and support provided to the Minister

Sub-Programme 1.2: Corporate Services

Sub-Programme Purpose: Provide a reliable and efficient corporate service to the Civilian Secretariat including the provision of human resource management and development services as well as employee relations, communication & information technology service and auxiliary services

Strategic Objective	To provide effective and efficient corporate services to the secretariat to enable the achievements of its oversight mandate through Communication, Information Technology, HR and auxiliary services
Objective statement	To manage the provision of human resource management and development as well as employee services
Baseline	<ul style="list-style-type: none">• HR policies developed & approved.• Job evaluation finalised and organisational structure approved.• Posts approved & funded in line with the organisational structure• Performance Management System in place• Continual staff training and induction• Communication strategy approved

Sub-Programme 1.3: Finance Management

Sub-Programme purpose: Provide PFMA-compliant financial, accounting and supply chain services to the Civilian Secretariat for Police

Sub-Programme performance Indicators

Strategic Objective	Ensure sound corporate governance and provide supply chain and financial management services in Secretariat which are 100% compliant
Objective statement	<ul style="list-style-type: none"> To promote an efficient and effective procurement, provisioning system and best practices that enable the Civilian Secretariat to deliver a required quality service To ensure compliance with PFMA, Treasury guidelines and all other policies and guidelines for effective and efficient financial planning, budgeting, co-ordination, control, monitoring and evaluation of the Civilian Secretariat for Police's expenditure
Baseline	<ul style="list-style-type: none"> Secretariat still operating as a cost-centre of SAPS Chief Financial Officer appointed. Financial reporting system and policies in place. Updated & maintained asset register and disposal plan in place Compliance with procurement in line with the relevant policies within the Secretariat Procurement & supply chain policies developed & implemented Vehicle Management policies and practices in place

Sub-Programme 1.4: Internal Audit

Sub-Programme purpose: Provide internal audit services by conducting compliance and performance audits

Strategic Objective	To perform strategic risks based audits and consulting services directed at improving the effectiveness and efficiency of the Secretariat operations, risk management and governance process
Objective statement	To perform an independent evaluation of internal control, governance and risk management processes in order to provide reasonable assurance that Secretariate's objectives will be met.
Baseline	Four (4) audits

Programme 2: Intersectoral Coordination and Strategic Partnerships

Programme purpose: Manages and encourages national dialogue on community safety and crime prevention

PROGRAMME	Sub-Programme
1. Intersectoral Coordination and Strategic Partnerships	2.1 Intergovernmental, Civil Society & Public-Private Partnerships 2.2 Community Outreach

Sub-Programme 2.1: Intergovernmental, Civil Society & Public-Private Partnerships

Sub-Program Purpose: Manage and facilitate intergovernmental, civil society and public partnerships

Strategic Objective	To liaise, communicate and mobilise stakeholders through public participation programmes to strengthen service delivery
Objective statement	To develop and implement a partnership strategy that mobilises role players and stakeholders in strengthening collaboration in crime prevention initiatives to strengthen service delivery
Baseline	<ul style="list-style-type: none"> Partnership strategy finalised, to be implemented Consultations held with variety stakeholders Concrete programs developed with stakeholders like unions

Sub-Programme 2.2: Community Outreach

Sub-Program Purpose: Promote, encourage and facilitate community participation in safety programmes

Strategic Objective	To enhance stakeholder and community participation in safety and crime prevention programmes through izimbizo, establishment of Working Groups and CPF functionality
Objective statement	To strengthen cooperation within government departments through memorandums of understandings, protocols and undertakings to improve the safety and security of citizens
Baseline	<ul style="list-style-type: none"> • Close working relationship with Cluster departments • Firm cooperation with Provincial Secretariats • Working relationship with SALGA • Partnership with Department of Social Development on the EPWP

Programme 3: Legislation and Policy Development

Programme Purpose: Develop policy and legislation for the police sector and conducts research on policing and crime

Programme	Sub-Programme
3. Legislation and Policy Development	3.1 Policy Development and Research 3.2 Legislation

Sub-Programme 3.1: Policy Development and Research

Sub-Programme Purpose: Develop policies and undertakes research in areas of policing and crime

Strategic Objective	Provide evidence-based research and evidence-led policies for policing and safety
Objective statement	To conduct research and develop clear policies on policing areas as directed by the Secretary of Police
Baseline	<ul style="list-style-type: none"> • A policy and research unit • Evidence-based research • Developed policing, safety and security policies • Functional Resource Information Centre

Sub-Programme 3.2: Legislation

Sub-Programme Purpose: Provide legislative support services to the Secretary of Police

Strategic Objective	Produce legislation for effective policing and provide legal advice and support to the Secretary
Objective statement	To ensure that the Minister, through the support of the Secretary of Police, develops and maintains effective policing legislation that is implemented by the South African Police Service.
Baseline	<ul style="list-style-type: none"> • Criminal Law (Forensic Procedures) Amendment Act on DNA put into operation. • Regulations under the Criminal Law (Forensic Procedures) Amendment Bill on DNA promulgated. • Regulations for Civilian Secretariat for Police tabled in Parliament for approval. • Private Security Industry Regulation Amendment Act submitted to President for assent. • Legal opinion provided to Minister on Presidential assent of Private Security Industry Regulation Amendment Act.

Programme 4: Civilian Oversight, Monitoring and Evaluation

Programme Purpose: Oversees, monitors and reports on the performance of the South African Police Service

Programme	Sub-Programmes
4. Civilian Oversight, Monitoring and Evaluation	4.1 Police Performance, Conduct and Compliance Monitoring 4.2 Policy and Programme Evaluations 4.3 Information Management

Sub-Programme 4.1: Police Performance, Conduct and Compliance Monitoring

Sub-Programme Purpose: Monitor the performance, conduct, compliance and transformation of the South African Police Service

Strategic Objective	To improve police performance, compliance and police conduct
Objective statement	To improve police accountability by monitoring performance, conduct, integrity and compliance
Baseline	The current police conduct, performance , compliance reports and the NDP gives the present state of affairs on these matters

Sub-Programme 4.2: Policy and Programme Evaluations

Sub-Programme purpose: Evaluate the effectiveness of programmes implemented by the South African Police Service

Strategic Objective	To evaluate the effectiveness, efficiency and impact of programmes implemented by the South African Police Service
Objective statement	To improve the implementation of SAPS programmes/projects by providing credible and useful evaluation information
Baseline	<ul style="list-style-type: none">• Monitoring data collected through NMET• Workshop on evaluation plans held with Department of Performance Monitoring and Evaluation (DPME)• M&E forum established and maintained

Sub-Programme 4.3: Information Management

Sub-Programme purpose: Provide reliable, accurate and timely information that will inform evidence-based decision making

Strategic Objective	To provide reliable, accurate and timely oversight Monitoring and evaluation information that will inform decision making processes
Objective statement	To develop and implement an integrated information management system for the M&E function
Baseline	Databases developed for all existing projects

8. Resource Considerations

The Secretariat budget allocation is currently a transfer department whilst functions are being transferred from the SAPS.

9. Risk Management

The Secretariat budget allocation is currently a transfer department whilst functions are being transferred from the SAPS.

The following risk factors were identified:

- Inadequate staffing within Secretariat due to non-alignment of the organisational structure to the Civilian Secretariat for Police Act, 2011 and the National Development Plan
- Delays in transition ICT infrastructural independence from SAPS
- Delays in acquisition of own premises
- Delays in finalising the drafting of legislation

PART C: LINKS TO OTHER PLANS

1. Links to the long-term infrastructure and other capital plans

There is no link to long-term infrastructure and other capital plans

2. Conditional grants

The Civilian Secretariat for Police receives no conditional grants

3. Public entities

The Civilian Secretariat for Police has no public entities

4. Public-private partnerships

The Civilian Secretariat for Police is establishing public-private partnerships

