

**SOUTH AFRICAN POLICE SERVICE**

<b>Date of Report</b>		
<b>Reporting Cycle (Mark with an X)</b>	<b>January - June</b>	<b>July- December</b>

## A. Coordination, Planning and Strengthening the Monitoring Systems

Improvement Objective 1		A five-year National Forensic Strategy is developed that will improve the use, impact, coordination and monitoring of forensics products in criminal investigation and court processes				
Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	By who? (Institution responsible )	By when? (Deadline)	Embedded where	Current situation/ Progress Report
1. A five-year National Forensic Strategy is developed	H	1.1. Establish an interdepartmental task team, chaired by the Divisional Commissioner: Forensic Services to develop the Forensic Strategy	Acting Div Comm: Forensic Services	31 May 2017	AOP	
		1.2. Develop a TOR for the Task Team	Div Comm: Forensic Services	31 May 2017	AOP	
		1.3. Request nomination of team members from SAPS, DOJ & CD, NPA and DPW	SAPS, DOJ & CD, NPA and DPW	31 May 2017	AOP	
		1.4. Consultative forums to obtain inputs from SAPS, DOJ & CD, NPA and DPW	Task Team	31 July 2017	AOP	
		1.5. Develop a draft National Forensic Strategy with a project plan	SAPS Strategic Management with Task Team	30 September 2017	AOP	
		1.6. Develop a MoU to outline the roles and responsibilities of SAPS, DOJ & CD, NPA and DPW	SAPS Strategic Management with Task Team	30 September 2017	AOP	

2. A Diagnostic M&E Report is compiled	H	1.7.	Presentation of the draft National Strategy & MOU to SAPS management and to National Treasury and the JCPS cluster	Task team	30 November 2017	AOP	
		1.8.	Adoption/ Approval of the National Forensic Strategy and the MoU by SAPS, DOJ & CD, NPA and DPW	SAPS, DOJ & CD, NPA and DPW	31 January 2018	AOP	
		1.9.	Communication of the approved strategy to stakeholders	SAPS	28 February 2018	AOP	
		1.10.	Implementation of the strategy	SAPS, DOJ & CD, NPA and DPW	1 April 2019	AOP	
		1.11.	Monitor and evaluate the implementation of the strategy by providing quarterly reports	SAPS, DOJ & CD, NPA and DPW	On going	AOP/ Quarterly Review Sessions	
		2.1.	Establish an Inter-departmental working group to standardise the coordination processes	Acting Div Comm: FS	30 April 2018	AOP	
		2.2.	Identification, development and verification of indicators for the strategy	Division: FS	31 June 2018	AOP	
		2.3.	Review of indicators for the APP/AOP and CJS strategy.	SAPS and DPME	31 July 2017	AOP	
		2.4.	Develop the Technical indicator description/ Terms of reference	SAPS	31 May 2018	AOP	
		2.5.	Identify system requirements to improve monitoring and evaluation	Division: FS	31 May 2018	AOP	
		2.6.	Develop an assessment and monitoring plan.	SAPS and DPME	31 May 2018	AOP	

	2.7.	Compile a Diagnostic M&E report	Division: FS	Quarterly (From April 2018)	AOP	
	2.8.	Approval of the Diagnostic M&E report	Acting Div Comm: Forensic Services	Quarterly (From April 2018)		
	2.9.	Conduct a divisional performance review session	Division: FS	Quarterly (From April 2018)	AOP	
	2.10.	Undertake interventions to address good and poor performance (Based on the outcome of the performance review session)	Division: FS	Ongoing	AOP	

## B. Resource Management

Improvement Objective 2		A resource management plan is developed to ensure optimal return on investment made in forensic services				
Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	By who? (Institution responsible )	By when? (Deadline)	Embedded where	Current situation/ Progress Report
1. Consolidated Expenditure on Forensic Services is reviewed	H	1.1 Establish a task team to review the Forensic Division expenditure	Acting Div Com: Forensic Services and CFO	31 <sup>st</sup> May 2017	Broader Management Tasking Log	Existing expenditure plan on Polfin
		1.2 Revise the Forensic existing report on compensation, Good, Services, and Technology per budget type.	Acting Div Comm:	30 June 2017	Broader Management Tasking Log	Existing expenditure plan on Polfin

			Forensic Services			
		1.3 Compile an expenditure report by Support Head DFS as defined by the task team	Support Head: DFS	Monthly & Quarterly	Broader Management Tasking Log	
		1.4 Compile an annual report on movement of expenditure from CJS budget to operational budget	Support Head: DFS	31 <sup>st</sup> March 2018	Broader Management Tasking Log	
		2.1 Establish a task team: conduct a diagnostic review and to ensure value for money for procurement (DFS, SCM)	Acting Div Comm: Forensic Services	31 <sup>st</sup> May 2017	Broader Management Tasking Log	
		2.2 Conduct a diagnostic review on weaknesses/challenges as identified in the DPME evaluation report on procurement system currently in use at DFS and SAPS	Review Committee	30 June 2017	Broader Management Tasking Log	
		2.3 Conduct a risk assessment regarding procurement processes	Review Committee	30 June 2017	Broader Management Tasking Log	
		2.4 Implement recommendations/mitigation risks identified through a plan of action	Review Committee	30 June 2017	Broader Management Tasking Log	
		2.5 Evaluate the existing procurement system/process implemented in DFS against that of SAPS	Review Committee	30 June 2017	Broader Management Tasking Log	
		2.6 Define criteria to measure value for money. (Replacement strategy, market research, expansion of service, improvement of service, optimal utilization, and infrastructure	Review Committee	30 June 2017	Broader Management Tasking Log	
<b>2. A diagnostic review of the current weaknesses/challenges in the procurement system is conducted to ensure value for money during procurement.</b>	<b>H</b>					



		leased, etc.) Determine the reporting format and reporting time frames.					
		2.7 Compile a recommendation report for improvement of procurement system/process implemented in DFS	Review Committee	30 August 2017	Broader Management Tasking Log		
		2.8 Implement improved procurement system/process in DFS	Component Heads/ Provincial & Regional Heads/ Section Heads: DFS	30 August 2017	Broader Management Tasking Log		
<b>3. An updated fixed establishment document is developed</b>	<b>H</b>	3.1 Appointment of task team to update the fixed establishment (DFS, HR, OD)	Acting Div Comm: Forensic Services	31 <sup>st</sup> May 2017	Broader Management Tasking Log		
		3.2 A gap analysis to be done to determine if existing structures are in agreement with recent changes and challenges (e.g. DNA Act and increase in drug cases)	Task Team	30 June 2017	Broader Management Tasking Log		
		3.3 Determine the number and competency levels of staff needed to deplete gaps identified	Task Team	30 August 2017	Broader Management Tasking Log		
		3.4 Determine and ensure that optimal utilization of existing personnel is in practice	Task Team	31 <sup>st</sup> October 2017	Broader Management Tasking Log		
		3.5 Identify critical human resources in FS required over the next 5 years	Section Head: Support with Component Heads	31 <sup>st</sup> October 2017	Broader Management Tasking Log		

4. A Resource Maintenance Plan is developed		3.6 Divisional approval of 5 year critical human resource appointment plan	Acting Divisional Commissioner: FS	15 <sup>th</sup> November 2017	Broader Management Tasking Log	
		3.7 Consideration of recommendation by HRU	Acting Div Comm: HRU	31 <sup>st</sup> December 2017	Broader Management Tasking Log	
	H	4.1 Technical management to compile database of all equipment and technology procured as part of the IIFS	Head: QM/ Section Head: TM with Component Heads/ Provincial & Regional Heads/ Section Heads: DFS	31 <sup>st</sup> September 2017	Broader Management Tasking Log	
		4.2 Perform gap analysis to determine equipment and technology without existing maintenance plans	Head: QM/ Section Head: TM with Component Heads/ Provincial & Regional Heads/ Section Heads: DFS	31 <sup>st</sup> December 2017	Broader Management Tasking Log	
		4.3 Evaluate existing maintenance plans for appropriateness	Head: QM/ Section Head: TM	31 <sup>st</sup> July 2017	Broader Management Tasking Log	

	4.4 Evaluate equipment and technology without maintenance plans for replacements	Head: QM/ Section Head: TM	31 <sup>st</sup> July 2017	Broader Management Tasking Log	
	4.5 Engage TMS for IT policy for replacement and maintenance	Head: QM/ Section Head: TM	31 <sup>st</sup> July 2017	Broader Management Tasking Log	
	4.6 Engage SCM for policy for replacement and maintenance of general equipment include SCM/TMS as role player	Head: QM/ Section Head: TM	31 <sup>st</sup> July 2017	Broader Management Tasking Log	
	4.7 Develop a policy for replacement and maintenance of equipment and technology	Head: QM/ Section Head: TM	31 <sup>st</sup> September 2017	Broader Management Tasking Log	
	4.8 Obtain maintenance plans for equipment and technology without maintenance plans	Head: QM/ Section Head: TM/ SCM	31 <sup>st</sup> March 2018	Broader Management Tasking Log	
	4.9 Ensure Division; FS is provided with current maintenance plans for existing forensic facilities to ensure value for money and optimal utilization from equipment and technology procured	Acting Div Comm: SCM/ DPW/ Section Head: Support	31 <sup>st</sup> July 2017	Broader Management Tasking Log	
	H 4.10 Conduct an annual risk assessment & in accordance with Regulations of DNA Act to be performed on existing physical infrastructure is conducive to perform forensic examinations	Acting Div Comm: SCM/ DPW/ Section Head: Support	31 <sup>st</sup> July 2017	NMF/ Broader Management Tasking Log	
	4.11 Facilitate adequate maintenance plans for existing forensic facilities to ensure value for money and optimal	Acting Div Comm: SCM/ DPW/	31 <sup>st</sup> July 2018	Broader Management Tasking Log	



		utilization from equipment and technology procured	Section Head: Support			
<b>5. A Facility Built/ Upgrade Plan for Forensic Services is developed</b>	<b>H</b>	5.1 Facilitate an assessment of all facilities of forensic services to identify if facilities are conducive to perform forensic examinations and supporting accreditation of forensic methods	Acting Div Comm: SCM/ DPW/ Section Head: Support	31 <sup>ST</sup> March 2018	NMF/Broader Management Tasking Log	
		5.2 Request that all forensic service facilities are devolved to SAPS	Acting Div Comm: SCM/ DPW/ Section Head: Support	31 <sup>ST</sup> July 2018	NMF/Broader Management Tasking Log	
		5.3 Prioritise decentralisation and built projects for forensic services for Sections/Examination types/ Operational Areas that need to be decentralised over the next 10 years	Acting Div Comm: SCM/ DPW/ Section Head: Support	31 <sup>st</sup> December 2018	Broader Management Tasking Log	
		5.4 Develop a 10 year physical infrastructure plan for forensic services iro Sections/Examination types/ Operational Areas that will also support need decentralisation and expansion	Divisional Commissioner: SCM/ DPW/ Section Head: Support	31 <sup>ST</sup> July 2018	NMF/Broader Management Tasking Log	
		5.5 Implement a 10 year physical infrastructure plan for Forensic Services	Acting Div Comm: SCM/ DPW/ Section Head: Support	Ongoing	NMF/Broader Management Tasking Log	
		5.6 Monitor and evaluate the 10 year physical infrastructure plan for Forensic Service	Acting Div Comm: SCM/ DPW/ Section Head: Support	Annually	NMF/Broader Management Tasking Log	

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### C. Additional funding

Improvement Objective 3		A long term, sustainable funding plan is developed that supports the capacitation of the forensic resource management plan					
Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	By who? (Institution responsible )	By when? (Deadline)	Embedded where	Current situation/ Progress Report	
1. A long term sustainable funding and implementation plan is developed		1.1 Establish a task team to oversee the development of a funding and implementation plan	Acting Div Comm: Forensic Services	30 June 2017	Broader Management Tasking Log		
		1.2 Conduct financial calculations to indicate the running costs of the DFS over the last 5 years measured against the allocated operational budget	Task Team	30 August 2017	Broader Management Tasking Log		
		1.3 Request that operational/ baseline allocation to be increased for DFS (consumables & maintenance expenditure on CJS be incorporated in the baseline allocation)	Acting Div Comm: Forensic Services	31 <sup>st</sup> July 2017	Broader Management Tasking Log		

		1.4 Submission to SAPS Management to indicate projected long term funding required for IIFS	Support Head: DFS	Monthly & Quarterly	Broader Management Tasking Log	
		1.5 Engage with National Treasury to obtain approval	CFO/ Acting Div Comm: Forensic Services/ Treasury	31 <sup>st</sup> March 2018	NMF/Broader Management Tasking Log	
2. Physical infrastructure Improvement plan informed by annual risk assessment is developed		2.1 Conduct an annual risk assessment on existing physical infrastructure	Acting Div Comm: SCM/ DPW/ Section Head: Support	Annually before end of Financial Year	NMF/Broader Management Tasking Log	
		2.2 Compile a physical infrastructure improvement plan informed by risks identified	Acting Div Comm: SCM/ DPW/ Section Head: Support	Annually before end of 3 <sup>rd</sup> QTR Financial Year	NMF/Broader Management Tasking Log	
		2.3 Compilation of physical infrastructure maintenance plan	SCM/ DPW/ Section Head: Support	Annually before end of 3 <sup>rd</sup> QTR Financial Year	NMF/Broader Management Tasking Log	

## D. Integrated information technology (SAPS &amp; SITA)

Improvement Objective 4		An integrated information technology plan is developed to support forensic services				
Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	By who? (Institution responsible )	By when? (Deadline)	Embedded where	Current situation/ Progress Report
1. Reviewed systems integrations requirements plan	H	1.1 Appoint integration team and confirm integration owners within SAPS Divisions and departments	Acting Div Comm: Forensic Services and TMS/ IJS Board Chairperson	30 June 2017	IJS Board terms of reference	Inconsistent participation of integration owners Non-enforcement of activities by all board members
		1.2 Identify information data and systems to be integrated within SAPS and between departments	Integration owners identified within departments	30 September 2017	AOP's	Scoped Integrations Plan 2017/2018 in progress
		1.3 Prioritise identified integrations requirements within departments and IJS Board	Integration owners identified within departments	30 November 2017	Departmental Integration Plan	Scoped Integrations Plan 2017/2018 in progress
		1.4 Establish/ define a process to incorporate emerging integration requirements	Integration owners identified within departments	30 November 2017	Departmental Integration Plan	

		1.5 Compile a project plan for systems integrations	Departmental integration team	28 February 2018	System Integration Plan	Intra-departmental plan in process
		1.6 Develop, Test and Implement	Divisions: FS; TMS and SITA	31 May 2019	Project Plan	CCB integrations control meetings and quarterly reports
		1.7 Prioritised integrations as per Project Plan				
		2.1 Develop a concept paper for comment	Responsible Manager/ Chief Director	30 June 2017	IJS Programme	
<b>2. Establishment of Departmental Changed Control Boards for Systems Integration</b>	<b>M</b>	2.2 Nomination of members to serve on the Departmental Changed Control Boards for Systems Integration	Acting Div Comm: Forensic Services	30 June 2017		
		2.3 Draft TORs for the Board	Acting Div Comm: Forensic Services	30 June 2017	IJS Programme	
		2.4 Establish a Departmental Changed Control Boards for Systems Integration	Responsible Manager/ Chief Director	15 July 2017	IJS Programme	
		2.5 Reaffirm Central Integrations CCB	IJS	31 July 2017	IJS Programme terms of reference	
<b>3. Establish an Optimal Back-up and Disaster Recovery (DR) Plan</b>	<b>H</b>	3.1 Establish a DR Committee to oversee the establishment of the Disaster Recovery Plan	Divisional Commissioners : FS & TMS; SITA Responsible Managers	31 July 2017	Division: TMS AOP terms of reference	

4. Improved Data Integrity	M	3.2 Specify DR requirements and funding	DR Committee	30 September 2017	SAPS DR Plan	
		3.3 Compile a project plan for Disaster Recovery	DR Committee/ Project Office	30 November 2017	Division: TMS AOP	
		3.4 Approval of the Disaster Recovery Plan	Division :TMS and SITA		Divisions: TMS	
		3.5 Testing and monitoring of Disaster Recovery Plan	Divisions: FS; TMS and SITA	On-going (5 years)	Divisions: TMS AOP	
		3.6 Communicate disaster recovery initiatives for each of the forensic systems	SITA	Monthly	SLA and CCB meetings	
		4.1 Investigate current system reports to identify data integrity inconsistencies	Divisional Commissioners : FS, TMS and SITA Responsible Managers	30 November 2017	Divisions: FS; TMS and SITA performance plans	
	M	4.2 Compile a project plan to address integrity inconsistencies	Divisional Commissioners : FS, TMS and SITA Responsible Managers	28 February 2018		
	M	4.3 Align the scanning solution for forensic reports from forensic systems to CAS/ICDMS to the Electronic Communications & Transaction Act	Divisional Commissioners : TMS and SITA Responsible Managers	31 <sup>st</sup> May 2019	AOR	



		(authentication, encryption and electronic signatures)				
<b>M</b>	4.4	Establish a monitoring process to ensure data integrity	Division: FS	30 November 2017	Division: FS Performance Plan	

### E. Building Skills, Competencies and Capacity amongst Forensic Personnel

Improvement Objective 5	A forensic personnel competency programme is developed to supports the wellbeing and continuous development of staff.					
Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	By who? (Institution responsible )	By when? (Deadline)	Embedded where	Current situation/ Progress Report
1. A continuous professional learning programme is developed for the CR & CSM	H	1.1 Establish a committee to review the learning programmes	Component Heads: CR & CSM/ FSL/ QM	15th June 2017	Component training committee meeting	1 <sup>st</sup> level of learning programme developed and in the piloting phase. 2 <sup>nd</sup> level initiated
		1.2 Compile competency profile for each operational area/examination type	Decentralised CR & CSM	31 <sup>st</sup> September 2017	Training committee	1 <sup>st</sup> Workshop already held in March 2017
		1.3 Compile a competency grid	Decentralised CR & CSM	30 <sup>th</sup> November 2017	Training committee	1 <sup>st</sup> Workshop already held in March 2017
		4.5 Identify the training gap	SDF	30 <sup>th</sup> November 2017	Training committee	
		4.6 Review of training policy	Section Head: DF and Decentralised CR & CSM	30 <sup>th</sup> November 2017	Training Committee	

		4.7 Standardise a template for training Bid Specification	Section Head: DF	30 <sup>th</sup> June 2017	Broader Management Committee	
2. A Mentoring and Coaching Programme is established	H	2.1 Determine the scope for mentoring and coaching	Section Head: DF / Section Head: Decentralised CR & CSM/ Section Heads: FSL	30 <sup>th</sup> July 2017	Broader Management Committee	
		2.2 Review mentoring and coaching policy	Div: HRD/ Section Head: DF / Section Head: Decentralised CR & CSM/ Section Heads: FSL	30 <sup>th</sup> October 2017	Broader Management Committee	
		2.3 Implement mentoring and coaching policy	Section Head: DF / Section Head: Decentralised CR & CSM/ Section Heads: FSL	30 <sup>th</sup> January 2018	Broader Management Committee	
3. An ETDEC Accredited Crime Scene Examiner Learning Programmes	H	3.1 Submit the request to review the training programme to HRD	Section Head: DF	30 <sup>th</sup> June 2017	Broader Management Committee	
		3.2 Identify and avail the subject matter expert for reviewing/developing the training programme	Division: HRD/ Section Head: DF / Section Head: Decentralised CR & CSM/ Section Heads: FSL	30 <sup>th</sup> August 2017	Broader Management Committee	
		3.3 Pilot the training programme	Section Head: DF and Decentralised CR & CSM	30 <sup>th</sup> January 2018	Broader Management Committee	

		3.4 Approve and accredit the learning programme	Division: HRD	31 <sup>st</sup> March 2018	Broader Management Committee	
<b>4. A QCTO Accredited Crime Scene Examiner Learning programme is developed</b>	H	4.1 Submit request to HRD	Section Head: DF	30 <sup>th</sup> June 2017	Broader Management Committee	
	H	4.2 HRD to facilitate the accreditation process with QCTO	Divisional Commissioner: HRD	31 <sup>st</sup> March 2017	Broader Management Committee	
<b>5 An optimally capacitated forensic environment is in place</b>	H	5.1 Correct placement of personnel as per appointment	Section Head: Support: FS/Component Heads/ Section Heads: FS/	31 <sup>st</sup> August 2017	Broader Management Committee	
		5.2 Submit a request for work study to OD for CSE	Section Head: Support: FS	30 <sup>th</sup> June 2017	Broader Management Committee	
		5.3 Conduct Work study	OD	31 <sup>st</sup> December 2018		
		5.4 Implement the recommendations as per OD report	Div Comm: FS/ Component Heads: FS	31 <sup>st</sup> March 2019	Broader Management Committee	
		5.5 Undertake staff satisfaction survey	Section Head: Support: FS	31 <sup>st</sup> July 2017	Broader Management Committee	
		5.6 Establish the committee to review the survey results	Team Appointed	31 <sup>st</sup> August 2017	Broader Management Committee	
		5.7 Appointed committee to develop a project	Team Appointed	31 <sup>st</sup> October 2017	Broader Management Committee	

		plan to address the outcome of the survey.				
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## F. Vispol Training and Safeguarding Forensic Evidence

Improvement Objective 6		A human resource and training programme is enhanced for first responder and detectives to ensure optimal crime scene management and criminal investigations				
Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	By who? (Institution responsible )	By when? (Deadline)	Embedded where	Current situation/ Progress Report
6 A developed first responder (VISPOL) and detectives Learning Programme		6.1 Establish a committee to develop the learning programme including subject matter experts	Div Comm: HRD/ Section Head: DF/ Section Head: Decentralised CR&CSM	30 <sup>th</sup> June 2017	Broader Management Committee	Request submitted to HRD/
		6.2 Develop a learning programme	Div. Com: HRD/ Section Head: DF/ Section Head: Decentralised CR&CSM	31 <sup>st</sup> December 2017	Broader Management Committee	
		6.3 Pilot the learning programme	Div Comm: HRD	31 <sup>st</sup> March 2018	HRD Steering Committee	
		6.4 Submit for ETDEC accreditation	Div Comm: HRD	31 <sup>st</sup> July 2018	HRD Steering Committee	
		6.5 Approval of the learning programme from HRD	Div Comm: HRD	31 <sup>st</sup> July 2018	HRD Steering Committee	

	6.6 Implement the Learning Programme	Div Comm: HRD	2019/2020 financial onwards	HRD Steering Committee	
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## G. Interrogation of High Levels of Withdrawn Charges

Improvement Objective 7	Develop a collaborative plan to understand and address the reasons for the high withdrawals of cases with forensic products
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Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	By who?	By when? (Deadline)	Embedded where	Current situation/ Progress Report
1. Research and analysis of reports on sample of withdrawn cases with forensic products	H	1.1 Set up a research team to investigate the high levels of withdrawn charges	Research team (External & External researchers); Detectives Forensic NPA	30 June 2017	Programme 3 meetings	
		1.2 Compile and approve Terms of Reference	Div Comm: FS Div Comm Detectives	31 July 2017	Programme 3 meetings	
		1.3 Conduct and analyse research	Research team	31 July 2018	Programme 3 meetings	
		1.4 Compile draft reports	Research team	30 Sept 2018	Programme 3 meetings	
		1.5 Validate findings	Affected stakeholders	31 Oct 2018	Programme 3 meetings	
		1.6 Approved reports	Heads of Departments	31 Dec 2018	Programme 3 meetings	

2. An implementation plan developed	H	2.1 Organise stakeholder workshop		28 Feb 2019	Programme 3 meetings	
		2.2 Draft improvement plan	Research team	31 Mar 2019	Programme 3 meetings	
		2.3 Approval of the plan	Head of Departments	31 May 2019	Programme 3 meetings	
		2.4 Implementation of the Improvement Plan	Affected stakeholders	On going	Programme 3 meetings	
		2.5 Monitoring and evaluation of the plan	Head of the departments	On going	Programme 3 meetings	

Endorsed by:

  
 ..... Lieutenant General  
 Acting National Commissioner: South Africa Police Service  
 LJ Mothiba

Date: 2017-06-19