



Republic of South Africa

Department: Planning, Monitoring and Evaluation

Department: South African Police Service

## Recommendations and Management response for the Economic Evaluation of Incremental Investment in Forensic Services

Recommendations from the Economic Evaluation of the Incremental Investment in Forensic Services	Record of Agreement or Disagreement	Reasons for Disagreement
R1. The SAPS and DOJ&CD must coordinate their planning and strengthen their monitoring systems to realise the benefits of the IIFS.		
R1.1 SAPS in consultation with the DOJ&CD must prepare a <b>five-year National Forensic Strategy</b> that sets out clear objectives, outlines the role of forensic services in the CJS, and determines milestones for the development of forensic sciences in the country.	In agreement	

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<p>R1.2 The Division: Forensic Sciences must use theory of change and logical framework developed for this evaluation to develop a <b>results-based implementation plan</b>. The plan must include the following:</p> <ul style="list-style-type: none"> <li>• <b>Input indicators</b> measure the economy and value for money achieved by the IIFS (e.g. unit cost per entry analysed)</li> <li>• <b>Activity indicators</b> track the efficiency of operations (e.g. turnaround times)</li> <li>• <b>Output indicators</b> measure the quantity and quality of forensic analysis (e.g. percentage of cases that result in a positive, negative, or inconclusive result)</li> <li>• <b>Outcome indicators</b> quantify utilisation of forensic services across the CJS (e.g. the percentage of forensic cases that lead to a guilty outcome)</li> </ul> <p>R1.3 The Division: Forensic Services must develop a <b>monitoring plan</b> that identifies:</p> <ul style="list-style-type: none"> <li>• The source of information for these indicators</li> <li>• The data collection and validation protocols, including a set of rules around how the data is cleaned and analysed (in respect of CR&amp;CSM and FSL admin data)</li> <li>• Frequency of data collection</li> </ul>	<p>In agreement</p>	
<p>R1.3 The Division: Forensic Services must develop a <b>monitoring plan</b> that identifies:</p>	<p>In agreement</p>	

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<p>R1.4 The Division: Forensic Services must agree to a <b>set of targets</b> for the next three years. The Division should not change the target or the method of measurement over this period or until the target is achieved consistently, whichever happens first.</p>	<p>In disagreement</p>	<p>The management response does not agree with this recommendation based on the following:-</p> <p>The targets are determined based on the baseline of the previous achievements and any other circumstances that have impact on the specific target. The targets are usually set for the MTEF period and based on good international practice. The annual targets for the next financial year should be able to be revised upwards or downwards when they have been achieved or depending on circumstances to adjust accordingly in line with the strategic objectives.</p>
<p>R1.5 SAPS must establish the <b>statistical capacity</b> to use the data collected by the Division: Forensic Services and Division: TMS to track and monitor the influence of forensic services on court outcomes.</p>	<p>In agreement</p> <p><b>Comments:</b></p> <p>The management propose that R1.5 be merged with R4.2 and that the BI developed reports sourced from the <b>integrated system (CAS, CRIM, and FSL admin systems)</b> to be used to <b>monitor the utilisation</b> of forensic evidence and its contribution to case outcomes</p>	



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R2. The SAPS must improve its financial management processes and supply chain management practices to deliver better value for money.	In agreement	
R2.1 The SAPS should maintain a <b>consolidated expenditure report</b> that shows how the IIFS is spent on compensation, good, services, and technology.	In agreement	
R2.2 The Division: Forensic Services, in collaboration with the Chief Procurement Officer, should <b>diagnose the current weaknesses in their procurement system</b> , and identify potential improvements. Specific issues to be addressed as part of this exercise include the: <ul style="list-style-type: none"> <li>Challenges in purchasing equipment and technology for forensic services.</li> <li>Appropriateness of rotating suppliers in respect of equipment and consumables that need to be pre-tested and validated.</li> <li>Criteria used to measure value for money.</li> <li>Substantially above-inflation increases in the prices of goods and services.</li> <li>Allegations of procurement irregularities and the system deficits that give rise to them.</li> </ul>	In agreement	

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R2.3 The Division: Forensic Services must ensure that <b>value for money</b> during procurement. Specifically, the Division must establish value for money criteria that applies to purchasing decisions in the forensic environment.	In agreement	
R2.4 The Division: Forensic Services must update their <b>human resources plan</b> with estimates of the number of, and competency of staff needed to implement the "Fingerprint Act," "DNA Act," and handle the increased workload arising from the changing nature and levels of crime in the country.	In agreement	
R2.5 The Division: Forensic Services and the Division: TMS must prepare a <b>maintenance plan</b> that estimates how much funding will be required to maintain the equipment and technology procured as part of the IIFS, placing particular emphasis on those items that do not have an existing maintenance agreement.	In agreement	
<b>R3. The SAPS should consider providing additional funding to sustain these gains and cope with the increasing demand for forensic services.</b>	In agreement	
R3.1 SAPS' senior management should review the staff plan of the division and <b>allocate additional positions</b> to the Division, with a particular priority given to crime scene examiners and forensic analysts.	In agreement	

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R3.2 The Department of Public Works, in conjunction with SAPS, should assess the risk annually as required by the "DNA Act" and submit an improvement plan with recommendations on how to address the physical infrastructure needs of forensic services.	In agreement	
<b>R4. The SAPS and the SITA must work together to integrate information technology systems necessary for the forensic services programme to operate efficiently.</b>	In agreement	
R4.1 SAPS, in conjunction with SITA and the Department of Home Affairs, must set timelines to expedite the integration of AFIS and HANIS. The Division: TMS must monitor and report regularly on these deadlines.	In agreement	
R4.2 The Division: TMS must collect, use and integrate data from the CAS, CRIM, and FSL admin systems to monitor the utilisation of forensic evidence and its contribution to case outcomes.	In agreement	
R4.3 The Division: TMS establish systems for data integrity and disaster recovery that are aligned to best practices in line with the DNA Act	In agreement	



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R5. The SAPS must take steps to build skills, competencies and capacity amongst forensic personnel and enhance staff welfare	In agreement	
R5.1 The Division: Forensic Services must monitor the overtime worked by forensic analysts and examiners. Where overtime increases to harmful and unsustainable levels, the Division must review their resource allocation and establish a system to manage their staff's workloads.	In agreement	
R5.2 The CR&CSM component must determine the feasibility of obtaining accreditation for its training programmes. To the extent possible, The CR&CSM component, together with the Division: Human Resources Management should develop an accredited programme for crime scene examiners that is recognised and registered with the South African Qualifications Authority.	In agreement	
R5.3 The CR&CSM component must develop a continuous professional development programme so that crime scene examiners can access refresher courses. A training needs assessment should inform any such training programme. The programme must include a mentorship component so that recent hires can receive guidance from senior crime scene examiners.	In agreement	

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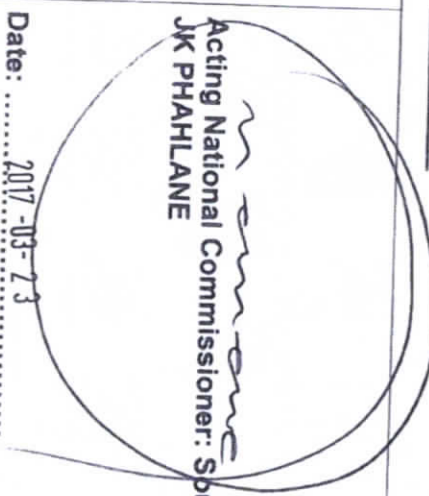
<b>Recommendations from the Economic Evaluation of the Incremental Investment in Forensic Services</b>	<b>Record of Agreement or Disagreement</b>	<b>Reasons for Disagreement</b>
R5.4 The Division: Forensic Services, in collaboration with Division: Human Resource Management must undertake a <b>staff satisfaction survey</b> and identify actions to remedy the low levels of morale in CR&CSM.	In agreement	
<b>R6. The SAPS must train VISPOL and detective services in securing a crime scene and safeguarding forensic evidence. VISPOL must monitor the implementation of crime scene procedures and related national instructions</b>	In agreement	
R6.1 The Human Resources Division in SAPS must develop and rollout training to improve the <b>forensic awareness of VISPOL.</b>	In agreement	
R6.2 VISPOL must establish monitoring systems to ensure that first responders <b>comply with the National Instruction for Crime Scene Management</b> (NI 1 of 2015). Deviations from compliance with the instruction must be analysed and where necessary, VISPOL should take corrective action.	In agreement	
R6.3 SAPS must address the <b>critical shortages in detectives</b> , which constrain the use of forensic evidence in crime investigations	In agreement	



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R7. The NPA and SAPS must interrogate the high levels of withdrawn charges in cases where forensics is present and develop plans to reverse this trend, where appropriate	In agreement	
R7.1 The NPA and SAPS should interrogate the high levels of withdrawn charges in forensic cases, and determine if any improvement actions can be taken to reduce the number of cases with forensics that are withdrawn.	In agreement	

<b>ENDORSED</b>	
 <b>Major General</b> <b>Acting Divisional Commissioner: Forensic Services</b> <b>LA MANGALE</b> Date: 2017.03.22	 <b>Lieutenant General</b> <b>Acting National Commissioner: South African Police Services</b> <b>JK PHAHLANE</b> Date: 2017-03-23

DPME/SAPS