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The Deputy National Commissioner
 POLICING

REPORT FOR THE FOURTH QUARTER: 1 JANUARY 2015 TO 31 MARCH 2015 IN TERMS OF THE ANNUAL PERFORMANCE PLAN: COMPLAINTS AGAINST THE SAPS: DIVISION: INSPECTORATE: 2014/2015 FINANCIAL YEAR

A1. INTRODUCTION

- 1.1. Herewith, the report for the fourth quarter in terms of the Annual Performance Plan for the Division: Inspectorate.
- 1.2. The report encapsulates the following:
- Performance in terms of the Key Performance Areas.
 - Management Information and analysis of complaint files processed.
 - Challenges.
 - Way forward.

2. PERFORMANCE IN TERMS OF KEY PERFORMANCE AREAS (KPA)

- 2.1. KPA 1: Management and coordination of the establishment and maintenance of a centralised database for service delivery complaints received at the Division.

Key Action	Target	Performance
2.1.1 To manage and coordinate the assessment and classification of all service delivery complaints received at the Division.	To assess and classify (100%) complaints per day.	100% of complaints received were assessed and classified per working day during the 4 th Quarter 2014/2015.
2.1.2 To manage and coordinate the registration and analysis of service delivery complaints on the Complaints	To register (100%) complaints received on the Complaints Management System.	100% (665) complaints were received and registered on the Complaints Management System during the 4 th Quarter 2014/2015.

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Management System within the Division.		
2.1.3 To manage and coordinate the compilation and communication of reports to SAPS Management based on the analysis of the service delivery complaints received.	(3) Monthly reports and (1) Quarterly report forwarded to SAPS Management during the 4 th Quarter 2014/2015.	(4) (1x Quarterly and 3 x Monthly) reports were forwarded to Management.
2.1.4 To manage and coordinate the development and implementation of the procedural manual to establish and maintain the centralised database for complaints received.	(1) Draft Procedural Manual developed and Implemented by 31 March 2015.	(1) Draft Complaints Management System Manual developed.

2.2. KPA 2: Management and coordination of the response to and monitoring the investigation of service delivery complaints received at the Division: Inspectorate

Key Action	Target	Progress/Performance
2.2.1 To manage the investigation/ finalization period of service delivery complaint received.	To maintain an average of (3) calendar months to finalize service delivery complaints received during 2014/2015.	Average of (3) calendar months taken to investigate/finalize service delivery complaints.
2.2.2 To manage the finalization rate of complaints received.	To maintain the annual finalization rate of 70% during 2014/2015.	A total of 640 (38%) out of 1686 complaint files on hand were finalized during the 4 th Quarter.
2.2.3 To manage the development and implementation of awareness programs to address the root	(2) Awareness programs developed and implemented by 31 March 2015	(3) Awareness programs were conducted based on Annual root causes analysis for 2014/2015 at Gauteng, Eastern Cape and

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causes of service delivery complaints.		Mpumalanga provinces.
2.2.4 To manage and coordinate the development of Standing Operational Guidelines on Management of complaints against the SAPS.	(1) Standing Operational Guideline on the management of complaints against the SAPS available by 31 March 2015.	(1) Draft Standing Operational Guideline on the management of complaints against the SAPS drafted and will be finalized after Complaints Indaba.

3. MANAGEMENT INFORMATION AND ANALYSIS OF COMPLAINT FILES PROCESSED

3.1. Summary of complaints brought forward, received, finalized and carried over.

Complaints	January 2015	February 2015	March 2015	TOTAL
Brought forward from December 2014	1021	1082	1053	
Received (including reopened files)	224	214	227	665
Finalized	163	243	234	640
Carried over	1082	1053	1046	

Comment: A total of 1046 complaints files were carried over to April 2015

3.2. Complaints received: Origin of complaints:

Origin of complaints	January 2015	February 2015	March 2015	Total
Ministry of Police	5	3	7	15
National Commissioner	7	13	18	38
Public Service Commission	0	8	7	15
Public Protector	0	0	2	2
Presidential Hotline	12	48	18	78
Newspapers	1	3	5	9
Centre for Service Excellence	145	57	64	266
Community	28	39	64	131
Civilian Secretariat for Police	13	22	29	64

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Independent Police Investigative Directorate	0	0	0	0
Other	13	21	13	47
TOTAL	224	214	227	685

3.3 Comparison of complaints received per province/division for the period 1 January 2014 to 31 March 2014 and period 1 January 2015 to 31 March 2015

Province/ Division	4 th Quarter 2013/2014	4 th Quarter 2014/2015	Increased %
Eastern Cape	29	27	-7%
Free State	11	28	155%
Gauteng	113	296	162%
Kwazulu Natal	41	71	73%
Limpopo	24	29	21%
Mpumalanga	17	35	106%
Northern Cape	7	8	14%
North West	28	40	43%
Western Cape	33	69	109%
DIVISIONS:	27	(62)	130%
Division: Crime Intelligence	-	0	
Division: Detective Service	-	2	
Division: Financial and Administration Services	-	4	
Division: Forensic Services	-	13	
Division: Human Resource Development	-	1	
Division: Human Resource Management	-	11	
Division: Inspectorate (Personally Investigated)	-	4	
Division: Operational Response Services	-	1	
Division: Protection and Security Services	-	2	
Division: Supply Chain Management	-	1	
Division: Technology Management Services	-	0	
Division: Visible Policing	-	20	
Directorate for Priority Crime Investigation	-	1	

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Executive Legal Officer	-	1	
Head: Presidential Protection Service	-	1	
Head: Internal Audit	-	0	
TOTAL	330	665	

- 4th Quarter 2013/2014 = 1 January 2014 to 31 March 2014
- 4th Quarter 2014/2015 = 1 January 2015 to 31 March 2015

Comments:

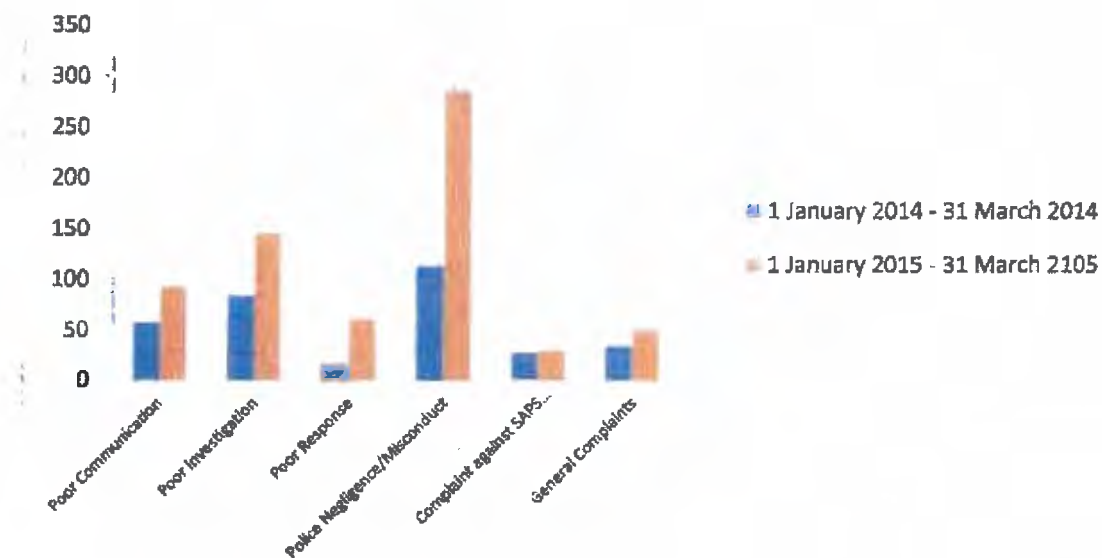
- The comparison between the two periods shows that complaints increased with 335 complaints (102%) during the period 1 January 2015 to 31 March 2015.
- It was not possible to provide a breakdown for the Divisions for the 4th Quarter 2013/2014 due to the fact that the Divisional breakdown was only reported from the 1st Quarter 2014/2015.

3.4 Comparison of nature of complaints for the period 1 January 2014 to 31 March 2014 and period 1 January 2015 to 31 March 2015

Nature of complaints	4 th Quarter 2013/2014	4 th Quarter 2014/2015	Increased %
Poor communication	57	93	63%
Poor investigation	84	146	74%
Poor response	15	61	307%
Police negligence/misconduct	113	286	153%
Complaints against Management	27	30	11%
General complaints	34	49	44%
Total	330	665	

- 4th Quarter 2013/2014 = 1 January 2014 to 31 March 2014
- 4th Quarter 2014/2015 = 1 January 2015 to 31 March 2015

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Comment: *It is evident that all nature of complaints has drastically increased comparing the two periods*

3.5 Complaint files re-opened as per classification.

Classification	January 2015	February 2015	March 2015	Total
Poor Communication	1	4	1	6
Poor Investigation	4	2	7	13
Police Negligence/misconduct	1	5	2	8
Complaints Against SAPS Management	0	1	0	1
General Complaints	1	0	1	2
Poor Response	0	0	0	0
Domestic Violence Act	0	0	0	0
Total	7	12	11	30

3.6 Re-opened complaint files referred to Provinces/Divisions.

Province/ Division	January 2015	February 2015	March 2015	Total
Eastern Cape	0	0	2	2
Free State	0	2	1	3
Gauteng	6	8	4	18
Kwazulu Natal	0	1	3	4
Limpopo	0	0	1	1
Mpumalanga	0	1	0	1

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Northern Cape	0	0	0	0
North West	0	0	0	0
Western Cape	1	0	0	1
Division: Crime Intelligence	0	0	0	0
Division: Detective Service	0	0	0	0
Division: Financial and Administration Services	0	0	0	0
Division: Forensic Services	0	0	0	0
Division: Human Resource Development	0	0	0	0
Division: Human Resource Management	0	0	0	0
Division: Inspectorate	0	0	0	0
Division: Operational Response Services	0	0	0	0
Division: Protection and Security Services	0	0	0	0
Division: Supply Chain Management	0	0	0	0
Division: Technology Management Services	0	0	0	0
Division: Visible Policing	0	0	0	0
Directorate for Priority Crime Investigation	0	0	0	0
Executive Legal Officer	0	0	0	0
Head: Presidential Protection Service	0	0	0	0
Total	7	12	11	30

Comment: The above statistics (par 3.5) are included in (par 3.1, 3.2, 3.3 and 3.4).

3.7 Complaints referred to the provinces/divisions.

Province/ Division	January 2015	February 2015	March 2015	Total
Eastern Cape	6	14	7	27
Free State	6	13	9	28
Gauteng	107	88	101	296
Kwazulu Natal	23	24	24	71
Limpopo	10	7	12	29
Mpumalanga	9	13	13	35
Northern Cape	1	4	3	8

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North West	19	7	14	40
Western Cape	21	23	25	69
Division: Crime Intelligence	0	0	0	0
Division: Detective Service	1	1	0	2
Division: Financial and Administration Services	0	3	1	4
Division: Forensic Services	4	4	5	13
Division: Human Resource Development	0	1	0	1
Division: Human Resource Management	7	3	1	11
Division: Inspectorate	4	0	0	4
Division: Operational Response Services	0	1	0	1
Division: Protection and Security Services	0	0	2	2
Division: Supply Chain Management	0	0	1	1
Division: Technology Management Services	0	0	0	0
Division: Visible Policing	5	7	8	20
Directorate: Priority Crime Investigation	1	0	0	1
Executive Legal Officer	0	0	1	1
Head: Presidential Protection Service	0	1	0	1
Head: Internal Audit	0	0	0	0
Total	224	214	227	665

3.8 Public Service Commission complaints processed:

Complaints	January 2015	February 2015	March 2015	Total
Brought forward	14	13	18	
Received	0	7	7	14
Finalized	1	2	4	
Carried over	13	18	21	

Comment: 21 complaints received from the Public Service Commission have been carried over to April 2015

3.9 Presidential Hotline complaints processed:

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Complaints	January 2015	February 2015	March 2015	Total
Brought forward	150	131	142	
Received	12	48	18	78
Finalized	31	37	36	104
Carried over	131	142	124	

Comment: 124 complaints received from the Presidential Hotline have been carried over to April 2015
46% of the Presidential Hotline complaints were finalized during the 4th Quarter 2014/2015

3.10 Complaints relating to non-compliance with the Domestic Violence Act:

File Reference no	Complainant	Station	Province
[REDACTED]	[REDACTED]	Alexandra	Gauteng
[REDACTED]	[REDACTED]	Eldorado Park	Gauteng
[REDACTED]	[REDACTED]	Olifantsfontein	Gauteng
[REDACTED]	[REDACTED]	Moffatview	Gauteng
[REDACTED]	[REDACTED]	Kliptown	Gauteng
[REDACTED]	[REDACTED]	Piet Retief	Mpumalanga
[REDACTED]	[REDACTED]	Nelspruit	Mpumalanga
[REDACTED]	[REDACTED]	Delmas	Mpumalanga
[REDACTED]	[REDACTED]	Masoyi	Western Cape
[REDACTED]	[REDACTED]	Phillipi	Western Cape
[REDACTED]	[REDACTED]	Strand	Western Cape
[REDACTED]	[REDACTED]	Langa	Western Cape
[REDACTED]	[REDACTED]	Grassy Park	Western Cape

3.11 Finalized complaint files per root cause:

Classification	January 2015	February 2015	March 2015	Total
Police Negligence/Misconduct	43	63	68	174
Poor Communication	24	49	31	104
Poor Investigation	30	34	28	92
Poor Response	17	21	20	58
Complaints against SAPS Management	1	20	16	37
Unfounded	22	33	42	97
Civil Matter	2	1	4	7
Duplicate files	7	7	7	21
General Complaint	13	11	15	39

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Referred	4	4	3	11
Total	163	243	234	640

3.12 Finalized complaints per provinces/ divisions

Province/ Division	January 2015	February 2015	March 2015	Total
Eastern Cape	5	14	23	42
Free State	6	7	8	21
Gauteng	82	104	74	260
Kwazulu Natal	30	17	15	62
Limpopo	8	7	14	29
Mpumalanga	14	19	15	48
Northern Cape	0	9	3	12
North West	8	9	14	31
Western Cape	5	18	42	65
Division: Crime Intelligence	0	1	1	2
Division: Detective Service	1	2	0	3
Division: Financial and Administration Services	0	2	0	2
Division: Forensic Services	0	3	3	6
Division: Human Resource Development	0	0	1	1
Division: Human Resource Management	2	17	12	31
Division: Inspectorate	1	0	0	1
Division: Operational Response Services	0	2	0	2
Division: Protection and Security Services	0	0	0	0
Division: Supply Chain Management	0	2	1	3
Division: Technology Management Services	0	1	0	1
Division: Visible Policing	1	6	4	11
Directorate for Priority Crime Investigation	0	1	2	3
Executive Legal Officer	0	0	1	1
Head: Presidential Protection Service	0	0	0	0
Head: Internal Audit	0	0	1	1
Referred	0	2	0	2

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Total	163	243	234	640
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3.13 Complaints received personally and telephonically at the Call Centre:

	January 2015		February 2015		March 2015		Total	
	R e c e i v e d	F i n a l i z e d	R e c e i v e d	F i n a l i z e d	R e c e i v e d	F i n a l i z e d	R e c e i v e d	F i n a l i z e d
Personally	13	0	10	0	19	0	42	0
Received by telephone	5	0	7	0	4	0	16	0
Referred for further Investigation	18		17		23		58	

Comment: The above mentioned calls that were referred for further investigations are included in (par 3.1, 3.2, 3.3 and 3.4).

3.14 Messages retrieved from the voice recorder at the Call Centre.

	January 2015	February 2015	March 2015	Total
Retrieved from the Voice Recorder	45	72	70	187
Total number of Non-useful Calls	30	53	35	118
Total number of Useable Calls	15	19	35	69

Comments: Complaint files were opened for the useable calls and were referred for further investigation. These statistics are included in (par 3.1, 3.2, 3.3 and 3.4).

3.15 Departmental Steps and Sanctions emanating from Complaints of Poor Service Delivery:

Origin of complaint	File ref DR no	Persal number	Initial & Surname	Sanction
Humansdorp Eastern Cape				Found Not Guilty on

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				2014/12/03
Douglasdale Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Corrective Counselling
Douglasdale Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Corrective Counselling
Honeydew Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	On trial
Benoni Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Investigation Pending
Pta West Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Verbal Warning
Hillbrow Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Not Guilty
Randburg Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Not Guilty
Hercules Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Verbal Warning
Springs Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Written Warning
Springs Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Written Warning
Randburg Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Dismissed
Randburg Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Dismissed
Hillbrow Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Withdrawn
Atlantis Western Cape	[REDACTED]	[REDACTED]	[REDACTED]	No steps
Lengtegeur Western Cape	[REDACTED]	[REDACTED]	[REDACTED]	Pending Pending Pending
PC:WC Western Cape	[REDACTED]	[REDACTED]	[REDACTED]	Suspended without pay Pending Pending
Belhar Western Cape	[REDACTED]	[REDACTED]	[REDACTED]	Verbal Warning
Macassar Western Cape	[REDACTED]	[REDACTED]	[REDACTED]	No steps
Grassy Park Western Cape	[REDACTED]	[REDACTED]	[REDACTED]	Verbal Warning
Oudshoorn: Western Cape	[REDACTED]	[REDACTED]	[REDACTED]	Pending

4 NEW AND FINALISED COMPLAINTS: STATIONS THAT GENERATED THE MOST COMPLAINTS ((TWO (2) OR MORE COMPLAINTS)) AS WELL AS STATIONS:

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THAT ARE LISTED ON THE 290 STATIONS THAT WERE DESIGNATED IN THE
2012/13 FINANCIAL YEAR AS STATIONS THAT CONTRIBUTED TO 70% OF THE
SERIOUS REPORTED CRIMES IN SOUTH AFRICA.

Province/ Division	Stations	New Complaints	Finalized
Free State	PC FS	3	1
	Bethlehem	4	0
	Vrede	2	0
Gauteng	Alberton	2	4
	Atteridgeville	5	5
	Actonville	0	2
	Akasia	4	2
	Benoni	0	2
	Boksburg	0	2
	Boschkop	0	6
	Booyens	2	1
	Bronkhorstspuit	0	2
	Brooklyn	2	0
	Brixton	1	4
	Carletonville	0	2
	Cleveland	2	0
	Cullinan	2	6
	Douglasdale	4	4
	Dube	0	4
	Edenvale	4	3
	Eldorado Park	2	2
	Eersterust	3	2
	Evaton	0	2
	Florida	2	2
	Ga-Rankuwa	4	2
	Hammanskraal	2	2
	Hercules	4	4
	Hillbrow	3	1
	Honeydew	2	2
	Jeppe	0	2
	JHB Central	5	5
	Kagiso	0	2
	Kempton Park	0	2
Lenasia	6	6	
Loate	3	1	
Linden	2	2	
Lyttleton	2	3	
Mabopane	2	0	
Mamelodi West	8	3	
Midrand	4	4	
Moffatview	4	0	

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	Mondeor	0	4
	Moroka	0	2
	Norkempark	4	2
	Norwood	0	2
	Olifantsfontein	4	3
	OR Tambo	3	0
	Olivenhoutbosch	0	2
	Orange Farm	2	1
	Orlando	6	0
	Parkview	2	0
	PC:GP	6	1
	Pretoria Central	9	5
	Pretoria West	8	6
	Rabie Ridge	2	0
	Randburg	2	5
	Rietgat	2	0
	Roodepoort	1	2
	Silverton	0	2
	Sophiatown	2	2
	Soshanguve	2	5
	Sunnyside	7	5
	Temba	3	0
	Tembisa	2	4
	Villieria	2	0
	Wierdabrug	4	0
Kwazulu Natal	Bellair	2	0
	Durban Central	0	2
	Kwadukuza	2	0
	Margate	0	2
	Newcastle	2	0
	Ntuzuma	2	0
	PC:KZN	2	2
	Phoenix	6	1
	Verulam	2	0
	Wentworth	0	2
Limpopo	Burgersfort	2	1
	Polokwane	3	1
	Bolobedu	2	0
Mpumalanga	Delmas	0	2
	Malelane	0	2
	Nelspruit	4	0
	Piet Retief	4	0
	Witbank	2	0
Northern Cape	Makapanstad	0	3
North West	Hartbeespoortdam	2	0

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	Letlabile	2	0
	Makapanstad	3	0
	Marikana	2	0
	Rustenburg	0	2
Western Cape	10111 Maitland	2	0
	Belhar	2	0
	Belville	1	2
	Belville South	2	0
	Cape Town Central	2	0
	Diepriver	2	0
	Grassy Park	4	0
	Macassar	2	3
	Nyanga	0	2
	Oudtshoorn	0	2
	Phillipi	0	3
	PC:WC	2	1
	Strand	0	2
Divisions	Division: Detective Service	0	2
	Division: Forensic Services	10	3
	Division: Human Resource Management	8	12
	Division: Supply Chain Management	0	2
	Division: Visible Policing	9	4
	Directorate for Priority Crime Investigation	0	2

Comments: *Complaints finalized may include complaints that were carried over from the previous Quarters;*

*It should be noted that stations depicted in **red** are part of the 290 stations in the country which contributed to 70% of the serious reported crimes for the 2012/13 Financial Year and generated 2 or more complaints;*

178 (28%) of the 665 complaints received in the period 01 January 2015 to 31 March 2015 were related to 80 (28%) of the 290 stations that were designated in the 2012/13 financial year as stations that contributed to 70% of the serious reported crimes in South Africa

5 CHALLENGES

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The primary challenges hampering the effective management of service delivery complaints against the SAPS, experienced during the 2013/2014 financial year and not yet satisfactory addressed, are summarized as follows:

5.1 Fragmentation and duplication of complaints:

Fragmentation and duplication of efforts at National and Provincial level because the same complaint is received and simultaneously dealt with at various Divisions and Components. The envisaged plan to centralize complaints at the Division: Inspectorate will definitely avoid duplication of efforts in addressing complaints.

5.2 Complaints Management System:

Although a Complaints Management System is currently utilized, it was found to be insufficient. The system should be reviewed to either factor in additional fields or an advance web-based system should be identified or developed that will conform to the specific needs. This will ensure a centralized database and data integrity of the information captured on the system that should also serve as the national database for complaints against the Service.

5.3 Shortage and appointment of dedicated and competent functional officers:

Although some critical posts were filled within the complaints environment, the shortage of functional officers to effectively cope with the volume of work generated by the large number of complaints against Service received at the Division: Inspectorate stays problematic. These complaints mainly originate from the Presidential Hotline via the Centre for Service Excellence. It must be noted that the complaints increased with 102% if you compare the statistics from the 4th Quarter 2013/2014 with the 4th Quarter 2014/2015.

The shortage and appointment of dedicated and competent functional officers contributes to:

- Prompt attendance and investigation of complaints are not regarded as being important and serious;
- Lack of comprehensive, objective and unbiased investigation of complaints;
- Lack of consequence management and implementation of corrective measures;
- Disciplinary interventions are not consistently implemented and finalized speedily;
- Lack of uniformity in the record keeping, analysis, reporting and overall management of complaints at all levels within the Service.

6 WAY FORWARD

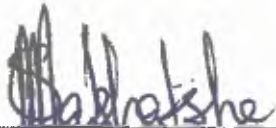
- 6.1** The centralization of service delivery complaints against the Service would possibly provide a better picture and thus, efficient management of same. !

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- 6.2 A suitable web-based database must be identified or developed in conjunction with TMS and other role players which would serve as a national and centralised database for all service delivery complaints against the Service.

The processes to develop a centralised web based Complaints Management System has commenced and work sessions with TMS have taken place.

- 6.3 The implementation of the envisaged structure will solve the issue of shortage of personnel and duplication of efforts to address complaints.



VS MATSHATSHE
MAJOR GENERAL

MAJOR GENERAL

**ACTING DIVISIONAL COMMISSIONER: INSPECTORATE
VS MATSHATSHE**

Date: 06-20-2015 2015-07-10