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COMPLAINTS AGAINST THE SAPS

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The Acting Divisional Commissioner  
INSPECTORATE

Attention: Information Analysis Centre

**QUARTERLY REPORT: 1 JANUARY 2014 TO 31 MARCH 2014 IN TERMS OF THE ANNUAL PERFORMANCE PLAN FOR THE DIVISION INSPECTORATE: 2013/2014 FINANCIAL YEAR**

**1. INTRODUCTION**

- 1.1. Herewith, the 4<sup>th</sup> Quarterly Report in terms of the Annual Performance Plan for the Division Inspectorate.
- 1.2. The report encapsulate the following:
  - 1.2.1. Performance in terms of the key Performance Areas.
  - 1.2.2. Ad Hoc Taskings.
  - 1.2.3. Management Information and analysis of complaint files processed.
  - 1.2.4. Challenges.
  - 1.2.5. Way forward.

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

- 2.1. **KPA 1: Management and co-ordination 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 co-ordinate 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 <b>per working day</b> during the 4th Quarter 2013/2014.
2.1.2 To manage and co-ordinate the registration and analysis of service delivery complaints on the Complaints Management System within the Division.	To register (100%) complaints received on the Complaints Management System.	100% (330) Complaints were received and registered on the Complaints Management System during the 4th Quarter 2013/2014.
2.1.3 To manage and co-ordinate the compilation and communication of reports to SAPS Management based on the analysis of the service delivery complaints received.	(4) Quarterly reports and (1) Annual Report forwarded to SAPS Management during 2013/2014.	(4) Reports were forwarded to Management.
2.1.4 To manage and co-ordinate the development and implementation of the procedural manual to establish and maintain the centralised database for service delivery complaints received.	(1) Draft Procedural Manual developed and implemented by 31 March 2014.	(1) Draft Complaints Management System Manual developed.

2.2. **KPA 2: Management and co-ordination 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 complaints received.	To maintain an average of <b>(3)</b> calendar months to finalize service delivery complaints received during 2013/2014.	Average of <b>(3)</b> 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 <b>70%</b> during 2013/2014.	A total of <b>179</b> out of <b>674 (26.55%)</b> of complaint files were finalized during the 4 <sup>th</sup> Quarter.
2.2.3 To manage the development and implementation of awareness programs to address the root causes of service delivery complaints.	<b>(2)</b> Awareness programs developed and implemented by 31 March 2014	<b>(2)</b> Awareness programs were conducted based on Bi-annual root causes analysis.
2.2.4 To manage and co-ordinate the development of Standing Operational Guidelines on Management of complaints against the SAPS.	<b>(1)</b> Standing Operational Guideline on the management of complaints against the SAPS available by 31 March 2014.	<b>(1)</b> Draft Standing Operational Guideline on the management of complaints against the SAPS is available

2.3. **Ad Hoc Taskings**

During the assessment period, the following *ad hoc* taskings were carried out:

- 2.3.1. Development of the Curriculum and Course content for the Inspecting Officers' Learning Programme for the Division: Inspectorate.
- 2.3.2. Investigation on various cases reported in Gauteng Province.

3. **MANAGEMENT INFORMATION AND ANALYSIS OF COMPLAINT FILES PROCESSED**

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

COMPLAINTS	January 2014	February 2014	March 2014	TOTAL
Brought forward	344	341	423	
Received (including re-open files)	65	125	140	330
Finalized	68	43	68	179
Carried over	341	423	495	

Comments: A total of 495 complaints files were carried over to April 2014

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3.2. Complaints received per post/email/fax/newspaper articles (origin of complaints):

ORIGIN OF COMPLAINTS	January 2014	February 2014	March 2014	TOTAL
Ministry of Police	7	8	12	27
National Commissioner	0	1	7	8
Public Service Commission	0	6	5	11
Public Protector	1	2	1	4
Presidential Hotline	10	52	56	118
Newspapers	0	0	0	0
Community	47	56	59	162
<b>TOTAL</b>	<b>65</b>	<b>125</b>	<b>140</b>	<b>330</b>

3.3. Complaints received personally and telephonically at the Call Centre:

	January 2014		February 2014		March 2014		TOTAL	
	Received	Finalized	Received	Finalized	Received	Finalized	Total Received	Total Finalized
Personally	4	0	6	0	5	0	15	0
Received by telephone	2	0	7	0	7	0	16	0
Referred for further investigation	6		13		12		31	

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

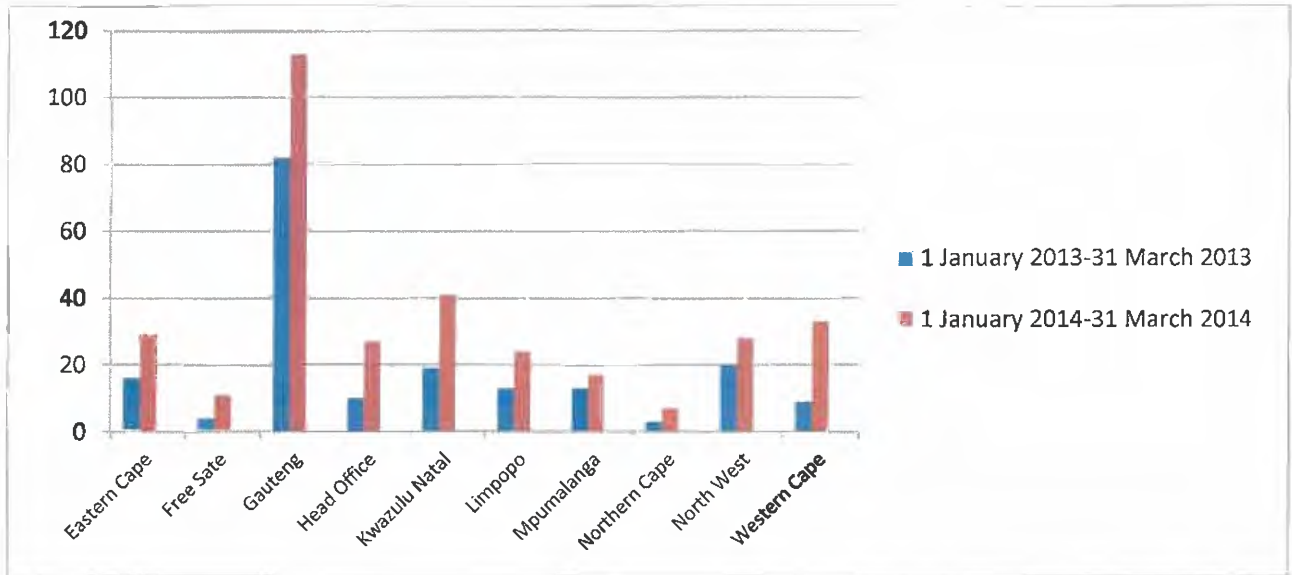
	January 2014	February 2014	March 2014	TOTAL
Retrieved from the Voice Machine	92	212	148	452
Total number of Non-useful Calls	86	193	100	379
Total number of Useful Calls	6	19	48	73

3.5 Comparison of complaints received per province for the period 1 January 2013 to 31 March 2013 and 1 January 2014 to 31 March 2014 (Origin of complaints)

Province	1st Quarter 2013	1st Quarter 2014	Increased %
Eastern Cape	16	29	81 %
Free State	4	11	175 %
Gauteng	82	113	38 %
Kwazulu Natal	19	41	116 %
Limpopo	13	24	85 %
Mpumalanga	13	17	31 %
Northern Cape	3	7	133 %
North West	20	28	40 %
Western Cape	9	33	266 %
Head Office	10	27	170 %
<b>TOTAL</b>	<b>189</b>	<b>330</b>	

- 1st Quarter 2013 = 1 January 2013 to 31 March 2013
- 1st Quarter 2014 = 1 January 2014 to 31 March 2014

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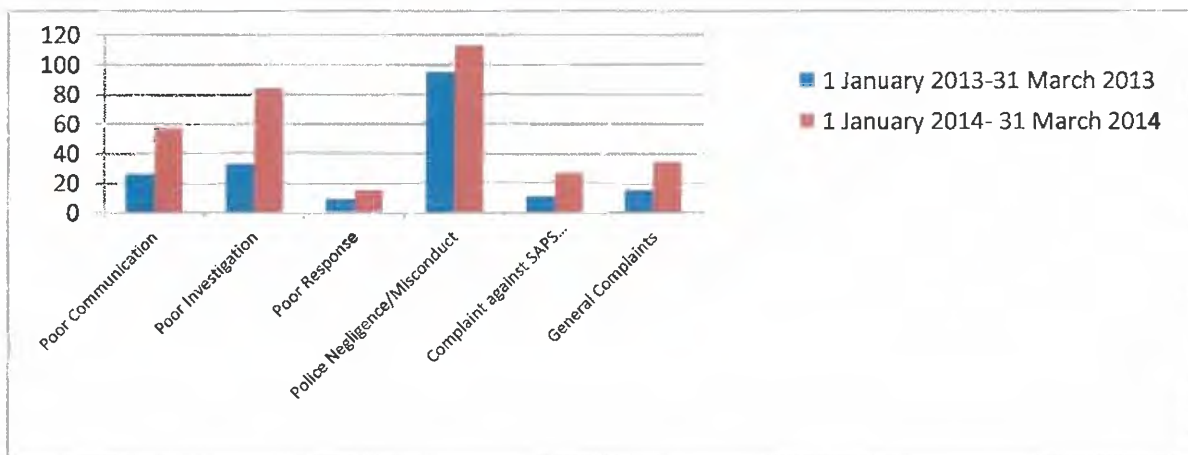


The comparison between the two periods shows that complaints *increased* with **141 complaints (74.6 %)** during the period 1 January 2014 to 31 March 2014

**3.6. Comparison of nature of complaints for the period 1 January 2013 to 31 March 2013 and 1 January 2014 to 31 March 2014**

Nature of complaints	1 <sup>st</sup> Quarter 2013	1st Quarter 2014	Increased %
Poor communication	26	57	119 %
Poor investigation	33	84	154 %
Poor response	9	15	67 %
Police negligence/misconduct	95	113	19 %
Complaints against Management	11	27	145 %
General complaints	15	34	126 %
<b>Total</b>	<b>189</b>	<b>330</b>	

- 1st Quarter 2013 = 1 January 2013 to 31 March 2013
- 1st Quarter 2014 = 1 January 2014 to 31 March 2014



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

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**3.7. Complaints files re-opened as per classification.**

Classification	January 2014	February 2014	March 2014	Total
Poor Communication	0	1	1	2
Poor Investigation	0	0	2	2
Police Negligence/misconduct	1	2	3	6
Complaints Against SAPS Management	0	0	1	1
General Complaints	0	0	1	1
Poor Response	0	0	1	1
Domestic Violence Act	0	0	0	0
<b>Total</b>	<b>1</b>	<b>3</b>	<b>9</b>	<b>13</b>

**3.8. Re-opened complaints files referred to Provinces.**

Province	January 2014	February 2014	March 2014	Total
Gauteng	1	0	2	3
North West	0	1	3	4
Kwazulu Natal	0	0	0	0
Mpumalanga	0	0	1	1
Northern Cape	0	0	0	0
Western Cape	0	1	2	3
Eastern Cape	0	1	1	2
Free State	0	0	0	0
Limpopo	0	0	0	0
Head Office	0	0	0	0
<b>Total</b>	<b>1</b>	<b>3</b>	<b>9</b>	<b>13</b>

*Comment: The above statistics (par 3.7 and 3.8) are included in (par 3.1, 3.2, 3.3 and 3.4).*

**3.9. Complaints referred to the provinces/divisions.**

Province	January 2014	February 2014	March 2014	Total
Eastern Cape	8	10	11	29
Free State	1	6	4	11
Gauteng	24	42	47	113
Head Office	6	10	11	27
Kwazulu Natal	7	19	15	41
Limpopo	5	11	8	24
Mpumalanga	2	3	12	17
Northern Cape	1	3	3	7
North West	5	8	15	28
Western Cape	6	13	14	33
Complaints Response & Investigations	0	0	0	0
<b>Total</b>	<b>85</b>	<b>125</b>	<b>140</b>	<b>330</b>

**3.10. Public Service Commission's complaints processed:**

COMPLAINTS	January 2014	February 2014	March 2014	TOTAL
Brought forward	11	4	10	
Received	0	6	5	11
Finalized	7	0	5	12
Carried over	4	10	10	

**Comments:** Only 10 complaints have been carried over to April 2014

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**3.11 Presidential Hotline complaints processed:**

COMPLAINTS	January 2014	February 2014	March 2014	TOTAL
Brought forward	10	18	66	
Received	10	52	56	118
Finalized	2	4	4	10
Carried over	18	66	118	

Comments: 118 complaints have been carried over to April 2014

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

Classification	January 2014	February 2014	March 2014	Total
	0	2	1	3
<b>Total</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>3</b>

- Ref: 4/14/2/1/511(6): Complainant: ██████████ Indwe: Eastern Cape: Police Negligence/ Misconduct: Ill treatment of client. Complainant refused to cooperate. Matter could not be resolved;
- Ref: 25/7/7/1(4407) Complainant: ██████████ Limpopo. Suspect was arrested on 04 January 2014 and appeared before court on 14 January 2014. Accused was found guilty and sentenced to five(5) years imprisonment;
- Ref: 4/14/2/1/1509(11) Complainant: ██████████ Akasia: Gauteng: Police Negligence/ Misconduct: Failure to arrest the suspect: Suspect still not arrested. Progress will be reported to the complainant on a weekly basis.

**4. Finalized complaint files per root cause:**

Classification	January 2014	February 2014	March 2014	Total
Police Negligence/Misconduct	17	16	16	49
Poor Communication	12	8	13	33
Poor Investigation	15	7	9	31
Poor Response	2	1	4	7
Complaints Against SAPS Management	2	2	1	5
Unfounded	15	5	21	41
Civil Matter	1	0	1	2
Duplicate files	1	1	1	3
Referred (SAPS Components)	3	3	2	8
<b>Total</b>	<b>66</b>	<b>43</b>	<b>66</b>	<b>179</b>

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5 NEW AND FINALISED COMPLAINTS: STATIONS GENERATED THE MOST COMPLAINTS (TWO (2) OR MORE COMPLAINTS)

PROVINCE	STATIONS	NEW COMPLAINTS	FINALIZED COMPLAINTS
Eastern Cape	Tsolo	2	0
	Mdantsane	3	0
Gauteng	PC Gauteng	8	4
	Wierdabrug	2	3
	Pta West	4	0
	Villieria	4	2
	Akasia	3	2
	Springs	3	0
	Benoni	3	0
	Pta Central	3	2
	Jhb Central	3	0
	Katlehong	3	0
	Midrand	3	0
	Garsfontein	3	0
	Dobsonville	2	0
	Brooklyn	2	0
	Sunnyside	2	0
	Pta North	2	0
	Kagiso	2	0
	Mamelodi East	2	0
	Hillbrow	2	0
	Eldorado Park	2	0
	Cullinan	2	0
	Daveyton	2	0
	Soshanguve	2	0
	Roodepoort	2	2
	Mamelodi	2	0
	Ennerdale	2	0
	Moffatview	2	0
	Randfontein	2	0
Lenasia	0	2	
Sandton	0	2	
Germiston	0	2	
Pta VISS	0	3	
Head Office	Div:ORS	2	0
	Div: PSS	6	2
	Div: HRM	4	0
	Div: VISPOL	3	0
Kwazulu Natal	PC: KZN	2	0
	PC: Detective Services	2	0
	Durban Central	3	0
	Pongola	2	0
	Newcastle	2	0
Estcourt	2	0	
Limpopo	Mahweiereng	2	0
	Musina	2	0
	Bela Bela	2	0
	Piensaarsrivier	0	2
Northern Cape	PC: NC	2	0
	Batlaros	0	2
North West	Potchefstroom	2	0
	Lethlabile	2	0
	Makapanstad	2	0
	Zeerust	2	0
	Lichtenburg	3	0
	Klerksdorp	3	0
	Brits	0	2
	Rustenburg	2	0
Western Cape	PC:WC	3	0
	Phillipi	2	0

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	Deift	2	0
	Beaufort West	2	0
	Cape Town Central	0	2
	Bothasig	2	0
Free State	Park Road	0	2

**Comments:** It should be noted that stations indicated in red are part of the 290 stations in the country which contributed 70% of the serious reported crimes for the 2013/13 Financial Year.

182 (55%) Of the 330 complaints received in the period 01 January 2014 to 31 March 2014 were related to 127 (44%) 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.

## 6. CHALLENGES

6.1 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:

6.2 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.

6.3 Complaints Management System:

Although the Complaints Management System is currently utilized, the Complaints Management System must be rolled out to provinces. This will ensure a centralized database and data integrity of the information captured. However, it has been recently found that the same System should be reviewed to either factor in other fields or develop a new System that might be utilized as the national database for complaints against the SAPS

6.4 Shortage of functional officers:

Shortage of functional officers to effectively cope with the volume of work generated by the large number of complaints against SAPS received at the Division: Inspectorate. These complaints mainly originate from the Presidential Hotline via the Centre for Service Excellence.

6.5 Opening of New Files:

The current process to open new files at Head Office Registry needs to be streamlined. A consultation process will take place between Brig Netswera from Division: Inspectorate and Brig Babedi of Head Office Registration.

## 7 WAY FORWARD

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

7.1.1 A new system which should be regarded as a national database must be developed in conjunction with TMS and other role players.



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original signed **BRIGADIER**  
**ACTING HEAD: COMPLAINTS AGAINST THE SAPS**  
**DIVISION: INSPECTORATE**  
**LA NETSWERA**

Date: 2014-04-16

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