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The Deputy National Commissioner
POLICING

REPORT FOR THE THIRD QUARTER: 1 OCTOBER 2014 TO 31 DECEMBER 2014 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 third 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 3 rd Quarter 2014/2015.
2.1.2 To manage and coordinate the registration and analysis of service delivery complaints on the Complaints Management	To register (100%) complaints received on the Complaints Management System.	100% (452) complaints were received and registered on the Complaints Management System during the 3 rd Quarter 2014/2015.

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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 3 rd 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 420 (28%) out of 1495 complaint files on hand were finalized during the 3 rd Quarter. X
2.2.3 To manage the development and implementation of awareness programs to address the root causes of service	(2) Awareness programs developed and implemented by 31 March 2015	(0) Awareness programs were conducted based on Annual root causes analysis for 2014/2015. X

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delivery complaints.		
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 is available

3. MANAGEMENT INFORMATION AND ANALYSIS OF COMPLAINT FILES PROCESSED

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

Complaints	October 2014	November 2014	December 2014	TOTAL
Brought forward	989	1032	1043	
Received (including reopened files)	222	167	63	452
Finalized	179	156	85	420
Carried over	1032	1043	1021	

Comment: A total of 1021 complaints files were carried over to January 2015

3.2. Complaints received: Origin of complaints:

Origin of complaints	October 2014	November 2014	December 2014	Total
Ministry of Police	2	8	1	11
National Commissioner	30	13	3	46
Public Service Commission	1	2	0	3
Public Protector	1	1	0	2
Presidential Hotline	21	37	8	66
Newspapers	2	2	2	6
Centre for Service Excellence	109	46	11	166
Community	47	30	27	104
Civilian Secretariat for Police	8	17	8	33
Independent Police Investigative Directorate	0	0	0	0

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Other	1	11	3	15
TOTAL	222	167	63	452

3.3 Comparison of complaints received per province/division for the period 1 October 2013 to 31 December 2013 and period 1 October 2014 to 31 December 2014

Province/ Division	3 rd Quarter 2013/2014	3 rd Quarter 2014/2015	Increased %
Eastern Cape	23	38	65%
Free State	13	19	46%
Gauteng	87	201	131%
Kwazulu Natal	23	51	122%
Limpopo	10	18	80%
Mpumalanga	15	31	107%
Northern Cape	1	9	800%
North West	15	20	33%
Western Cape	22	40	82%
Division: Crime Intelligence	1	2	100%
Division: Detective Service	0	0	-
Division: Financial Management	1	4	300%
Division: Forensic Services	2	2	-
Division: Human Resource Development	3	0	-
Division: Human Resource Management	3	7	133%
Division: Technology Management Services	0	1	100%
Division: Inspectorate (Personally Investigated)	0	0	-
Division: Operational Response Services	0	0	-
Division: Protection and Security Services	0	1	100%
Division: Supply Chain Management	0	0	-
Division: Visible Policing	1	3	200%
Directorate for Priority Crime Investigation	1	2	100%
Executive Legal Officer	0	3	300%
Head: Presidential Protection Service	0	0	-
Head: Internal Audit	0	0	-
TOTAL	221	452	

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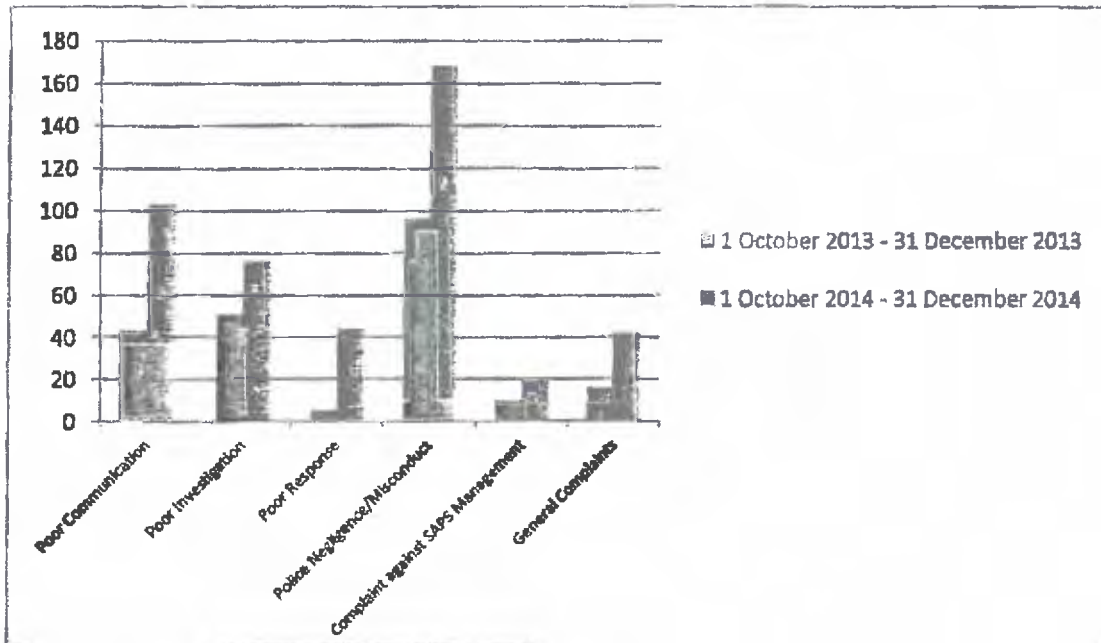
- 3rd Quarter 2013/2014 = 1 October 2013 to 31 December 2013
- 3rd Quarter 2014/2015 = 1 October 2014 to 31 December 2014

Comment: The comparison between the two periods shows that complaints increased with 231 complaints (105%) during the period 1 October 2014 to 31 December 2014.

3.4 Comparison of nature of complaints for the period 1 October 2013 to 31 December 2013 and period 1 October 2014 to 31 December 2014

Nature of complaints	3 rd Quarter 2013/2014	3 rd Quarter 2014/2015	Increased %
Poor communication	43	103	140%
Poor investigation	51	76	49%
Poor response	5	44	780%
Police negligence/misconduct	96	168	75%
Complaints against Management	10	19	90%
General complaints	16	42	163 %
Total	221	452	

- 3rd Quarter 2013/2014 = 1 October 2013 to 31 December 2013
- 3rd Quarter 2014/2015 = 1 October 2014 to 31 December 2014



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

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3.5 Complaint files re-opened as per classification.

Classification	October 2014	November 2014	December 2014	Total
Poor Communication	2	2	1	5
Poor Investigation	3	2	0	5
Police Negligence/misconduct	2	3	2	7
Complaints Against SAPS Management	0	1	0	1
General Complaints	1	1	0	2
Poor Response	0	0	1	1
Domestic Violence Act	0	0	0	0
Total	8	9	4	21

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

Province/ Division	October 2014	November 2014	December 2014	Total
Eastern Cape	2	0	1	3
Free State	0	1	1	2
Gauteng	6	6	2	14
Kwazulu Natal	0	0	0	0
Limpopo	0	0	0	0
Mpumalanga	0	1	0	1
Northern Cape	0	0	0	0
North West	0	0	0	0
Western Cape	0	1	0	1
Division: Crime Intelligence	0	0	0	0
Division: Detective Service	0	0	0	0
Division: Financial Management	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: Technology Management Services	0	0	0	0
Division: Inspectorate	0	0	0	0
Division: Operational Response Services	0	0	0	0
Division: Protection and	0	0	0	0

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Security Services				
Division: Supply Chain Management	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	8	9	4	21

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	October 2014	November 2014	December 2014	Total
Eastern Cape	20	11	6	37
Free State	8	7	4	19
Gauteng	93	80	25	198
Kwazulu Natal	27	16	7	50
Limpopo	10	4	4	18
Mpumalanga	10	18	3	31
Northern Cape	3	4	2	9
North West	11	6	3	20
Western Cape	26	10	4	40
Division: Crime Intelligence	2	0	0	2
Division: Detective Service	0	0	0	0
Division: Financial Management	1	3	0	4
Division: Forensic Services	1	0	1	2
Division: Human Resource Development	0	0	0	0
Division: Human Resource Management	4	0	3	7
Division: Technology Management Services	1	0	0	1
Division: Inspectorate	0	5	0	5
Division: Operational Response Services	0	0	0	0
Division: Protection and Security Services	1	0	0	1

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Division: Supply Chain Management	0	0	0	0
Division: Visible Policing	1	1	1	3
Directorate: Priority Crime Investigation	2	0	0	2
Executive Legal Officer	1	2	0	3
Head: Presidential Protection Service	0	0	0	0
Head: Internal Audit	0	0	0	0
Total	222	167	63	452

3.8 Public Service Commission complaints processed:

Complaints	October 2014	November 2014	December 2014	Total
Brought forward	11	12	14	
Received	1	2	0	3
Finalized	0	0	0	0
Carried over	12	14	14	

Comment: 14 complaints received from the Public Service Commission have been carried over to January 2015

3.9 Presidential Hotline complaints processed:

Complaints	October 2014	November 2014	December 2014	Total
Brought forward	163	151	157	
Received	21	37	8	66
Finalized	33	31	15	79
Carried over	151	157	150	

*Comment: - 150 complaints received from the Presidential Hotline have been carried over to January 2015
- 34% of the Presidential Hotline complaints were finalized during the 3rd Quarter 2014/2015*

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

None

3.11 Finalized complaint files per root cause:

Classification	October	November	December	Total
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	2014	2014	2014	
Police Negligence/Misconduct	57	56	25	138
Poor Communication	23	28	17	68
Poor Investigation	40	20	12	72
Poor Response	13	9	3	25
Complaints against SAPS Management	8	5	4	17
Unfounded	15	22	10	47
Civil Matter	0	1	0	1
Duplicate files	7	4	2	13
General Complaint	12	11	10	33
Referred	4	0	2	6
Total	179	156	85	420

3.12 Finalized complaints per provinces/ divisions

Province/ Division	October 2014	November 2014	December 2014	Total
Eastern Cape	4	6	3	13
Free State	2	9	6	17
Gauteng	95	60	27	182
Kwazulu Natal	22	25	13	60
Limpopo	5	10	8	23
Mpumalanga	7	6	3	16
Northern Cape	1	5	0	6
North West	1	12	6	19
Western Cape	32	12	9	53
Division: Crime Intelligence	0	0	0	0
Division: Detective Service	3	2	0	5
Division: Financial Management	0	0	1	1
Division: Forensic Services	2	4	1	7
Division: Human Resource Development	0	0	0	0
Division: Human Resource Management	1	3	6	10
Division: Technology Management Services	0	0	0	0
Division: Inspectorate	1	0	0	1
Division: Operational Response Services	0	0	0	0

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Division: Protection and Security Services	0	0	0	0
Division: Supply Chain Management	0	0	0	0
Division: Visible Policing	1	2	1	4
Directorate: Priority Crime Investigation	1	0	0	1
Executive Legal Officer	1	0	1	2
Head: Presidential Protection Service	0	0	0	0
Head: Internal Audit	0	0	0	0
Total	179	156	85	420

3.13 Complaints received personally and telephonically at the Call Centre:

	October 2014		November 2014		December 2014		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	2	0	5	0	1	0	8	0
Received by telephone	1	0	7	0	4	0	12	0
Referred for further Investigation	3		12		5		20	

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.

	October 2014	November 2014	December 2014	Total
Retrieved from the Voice Recorder	95	25	40	160
Total number of Unusable Calls	93	18	33	144

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Total number of Useable Calls	2	7	7	16
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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).

The Toll-Free Complaints line 0860130860 was out of order from 11 November 2014 until 25 November 2014 due to a Telkom cabling problem. This led to the decrease in messages received for November 2014.

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
Delft Western Cape	[REDACTED]	[REDACTED]	[REDACTED]	Verbal Warning
Christiana North West	[REDACTED]	[REDACTED]	[REDACTED]	Verbal Warning
Kwa Mashu Kwazulu Natal	[REDACTED]	[REDACTED]	[REDACTED]	Verbal Warning
Orlando Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Pending
Marikana North West	[REDACTED]	[REDACTED]	[REDACTED]	Verbal Warning
Douglasdale Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Pending
Ga-Rankuwa Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Pending
Moroka Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Pending
Pretoria West Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Pending
Kagisanong Free State	[REDACTED]	[REDACTED]	[REDACTED]	Pending
Amanzimtoti Kwazulu Natal	[REDACTED]	[REDACTED]	[REDACTED]	Pending
Primrose Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Pending
Mamelodi East Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Pending
Pretoria West Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Pending
Sandton Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Pending

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Ga- Rankuwa Gauteng	[REDACTED]	[REDACTED]	[REDACTED]	Pending
Delft Western Cape	[REDACTED]	-	-	Pending
Atteridgeville Gauteng	[REDACTED]	-	-	Pending
Sandton Gauteng	[REDACTED]	-	-	Pending

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

Provincial Division	Stations	New Complaints	Finalized
Eastern Cape	Algoa Park	2	0
	King Williamstown	2	0
	Mdantsane	2	0
	Mthatha	2	0
	Queenstown	4	0
Free State	Bethulie	2	0
	Welkom	2	0
Gauteng	Akasia	2	5
	Alberton	4	0
	Alexandra	3	0
	Atteridgeville	4	4
	Benoni	4	0
	Boksburg	3	0
	Boksburg North	0	3
	Booyens	4	4
	Boschkop	2	0
	Brixton	4	0
	Brooklyn	0	2
	Cullinan	3	2
	Diepkloof	3	2
	Dobsonville	0	2
	Douglasdale	3	0
	Eldoradopark	3	0
	Elsburg	2	0
	Evaton	2	1
	Florida	0	2
	Ga-Rankuwa	3	1
Germiston	2	0	
Hammanskraal	3	2	
Hercules	3	0	

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	Hillbrow	2	0
	Honeydew	4	5
	Jeppe	3	1
	JHB Central	6	4
	Lyttelton	3	3
	Mamelodi	0	2
	Mamelodi East	4	5
	Meyerton	2	0
	Midrand	5	1
	Mondeor	2	1
	Moroka	2	1
	Norkem Park	3	0
	Norwood	2	0
	Olievenhoutbosch	2	0
	Olifantsfontein	2	0
	Orlando	4	1
	OR Tambo International Airport	0	2
	Parkview	0	2
	Pretoria Central	5	4
	Pretoria West	3	6
	Rabie Ridge	3	0
	Randburg	3	0
	Rietgat	2	2
	Roodepoort	3	4
	Sandton	3	4
	Silverton	4	0
	Soshanguve	5	3
	Sunnyside	7	0
	Temba	4	2
	Vereeniging	3	0
	Wierdabrug	3	2
	Yeoville	2	0
	Provincial Commissioner: Gauteng	2	2
Kwazulu Natal	Chatsworth	0	3
	Durban Central	0	4
	Inanda	3	0
	Kokstad	3	0
	Kwamashu	0	2
	Mountain Rise	3	0
	Newlands East	3	2
	Pinetown	3	1
	Port Shepstone	0	2
	Richards Bay	2	0
	Umlazi	2	0

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	Verulam	2	0
	Westville	2	3
	Provincial Commissioner: Kwazulu Natal	4	2
Limpopo	Burgersfort	0	3
	Polokwane	2	0
Mpumalanga	Baberton	2	0
	Delmas	3	0
	Embalenhle	0	3
	Middelburg	2	2
	Nelspruit	2	0
	Vosman	2	1
	Witbank	5	0
Northern Cape	Kimberley	4	0
North West	Brits	0	2
	Christiana	2	0
	Hartbeespoortdam	2	0
	Mmakau	2	0
Western Cape	Athlone	3	4
	Bellville	0	2
	Harare	3	0
	Khayalitsha	0	2
	Mfuleni	0	2
	Mitchells Plain	3	2
	Nyanga	2	0
	Stellenbosch	0	2
	Strandfontein	2	2
	Provincial Commissioner: Western Cape	4	0
Divisions	Division: Crime Intelligence	2	0
	Division: Visible Policing	2	2
	Division: Detective Service		2
	Division: Human Resource Management	11	9
	Division: Forensic Services	2	6
	Directorate for Priority Crime Investigation	2	0
	Executive Legal Officer	3	0

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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;*

213 (47%) of the 452 complaints received in the period 01 October 2014 to 31 December 2014 were related to 88 (30%) 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

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 105% if you compare the statistics from the 3rd Quarter 2013/2014 with the 3rd Quarter 2014/2015.

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

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- 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.
- 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.



**LIEUTENANT GENERAL
DIVISIONAL COMMISSIONER: INSPECTORATE
SJ JEPHTA**

Date: 201503-02