

## OVERSIGHT INSPECTION REPORT ON LINGELETHU WEST SAPS STATION 2013/14

**Image 17: Victim Friendly Room (VFR) – view of inside (2/2)****2.7 CUSTODY MANAGEMENT**

SAPS Stations are obliged to follow certain steps with regard to every person in custody. The steps that must be followed in this regard are covered in detail under Standing Order (General) 361: *"Handling of Persons in the Custody of the SAPS from their arrival at the Police Station"*.

The Lingeletu West SAPS station does not have any cells; all detainees are transported to the Harare SAPS station.

**2.8 FIREARM CONTROL ACT (FCA)**

The aim of the Firearms Control Act, Act 60 of 2000, as amended, is to establish a comprehensive and an effective system of firearms control; and to provide for matters connected therewith. In this regard the FCA provides clear direction to the SAPS in terms of enhancing the constitutional rights to life and bodily integrity; preventing the creation of illegally possessed firearms.

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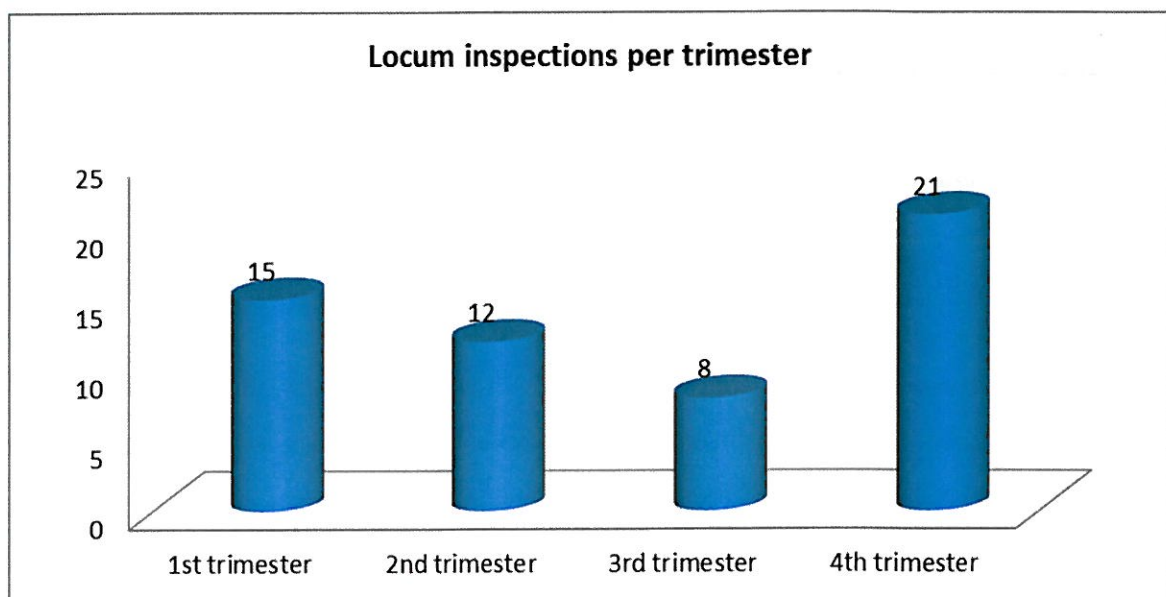
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The station has a designated firearm officer (DFO) who is responsible for firearm applications, renewals and to ensure that there is compliance with the Firearm Control Act (60 of 2000). The DFO has full access to the Domestic Violence Act (DVA) registers (SAP 508a and SAP 508b) of the station. This is to ensure that new applications and those renewing firearm licences do not have protection orders or violations in terms of the DVA (Domestic Violence) under their names. Section 102 of the FCA further stipulates that transgressors should be prohibited access to firearms or should be declared unfit to possess a firearm.

The DFO is trained in terms of both the Firearm Control Act and the Enhanced Firearm Register System. The DFO has a vehicle allocated to him on a full time basis, to assist with the execution of his duties. The firearm application register (SAP 86) was perused and it was updated. There is no accredited firearm training institutions and no accredited shooting ranges in the police precinct.

Fifty six (56) locum inspections (home visits) were conducted in the past twelve (12) months (01 October 2012 to 30 September 2013). Locum inspections conducted per trimester in the previous financial year (2012/2013) are displayed in graph 2 below:

**GRAPH 2: Locum inspections in the last twelve months per trimester**



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The number of applications received and finalised for firearm licenses in the past twelve (12) months (01 October 2012 to 30 September 2013) are:

TABLE 3: Firearm applications received and finalised

Application Types	Received		Verified	Processed	Sent to Province	Approved	Refused	Pending
	Category	Total						
Firearm License (s)	a) New	48	48	48	48	21	4	23
	b) Renewal	22	22	22	22	0	1	21
Competency Certificates	a) New	68	68	68	69	40	3	25
	b) Renewal	25	25	25	25	16	1	8

TABLE 4: Firearm applications received per trimester

Total applications received per trimester		1 <sup>st</sup> trimester	2 <sup>nd</sup> trimester	3 <sup>rd</sup> trimester	4 <sup>th</sup> Trimester
Firearm License(s)	a) New	4	11	7	25
	b) Renewal	2	5	7	8
Competency Certificate(s)	a) New	10	12	25	22
	b) Renewal	0	6	11	8
Total		16	44	50	65

There are no firearm related applications that have been pending beyond six weeks and beyond three (3) months.

## 2.9 SECOND HAND GOODS ACT (SHGA)

The aim of the Second-Hand Goods Act, Act No. 6 of 2009 is to regulate the business of dealers in second-hand goods and pawnbrokers, in order to combat trade in stolen goods and to promote ethical standards.

The station has a trained designated member dealing with second hand goods. There is only one (1) registered second hand goods dealer in the police precinct. At the time of the audit the station did not have the required second hand goods dealer's registers namely; SAPS 602 & SAPS 60 in the past twelve (12) months (01 October 2012 to 30 September 2013).



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There is no second hand good dealer's forum and the communication/awareness campaigns are not held. One (1) registered dealer was inspected in the past twelve (12) months (01 October 2012 to 30 September 2013) and no compliance certificates were issued on the same period.

## 2.10 EXHIBIT STORE (SAPS 13 STORE)

The station has a trained designated SAPS 13 store member that is responsible to control one (1) SAPS 13 store located at Khayelitsha SAPS (Site B). The station has altogether three (3) members responsible for the management of the store.

The property register was updated and was last inspected by the CSC Commander on that 18 October 2013 and by the Station Commander on the 21 October 2013. The station has a separate exhibit firearm store, which is a strong room.

It was viewed and verified that all the exhibits in the store are stored chronologically and all the items are tagged with a SAPS 13 number. The station issued sixty five (65) destruction notices (SAPS 290) in the past twelve (12) months (01 October 2012 to 30 September 2013); twenty three (23) exhibits were returned to the owners, forty two (42) were forfeited to the state, five (5) auctioned and thirty nine (39) were destructed/disposed of.

The oldest item is a cell phone registered under SAPS 13/729/2008, under CAS 45/10/2008 and has been kept in the store for five (5) years. The matter, CAS 45/10/2008 is still under investigation. The forensic evidence/exhibits are immediately sent to the lab. The station does not have any loss of incidents in the past twelve (12) months (01 October 2012 to 30 September 2013). The station does not have any amnesty firearms in its custody. There are two (2) firearms surrendered to the station in terms of the National Instruction 3 of 2002 against the provisions of FCA. There is no vehicle allocated to the 13 store team.

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## 2.11 SECTOR POLICING

The aim of National Instruction 3/2009 is to regulate the implementation of *sector policing* in the SAPS. This imposes obligations on Commanders and VISPOL members at Station level to ensure the effective implementation of *sector policing* at each SAPS Station precinct. The station has a copy of the instruction.

The VISPOL Commander coordinates the administrative functions and activities relating to *sector policing* at the Lingeletu West SAPS station and in this regard is responsible for four (4) sectors. Each of the four (4) sectors has a sector profile and a community police sub-forum. Ideally, due to the size, sheer population density and lack of environmental design, five (5) sectors [i.e. dividing sector #1 into two (2) sectors] would have facilitated a more effective approach to *sector policing*; however, this is not possible due to limited staff and other resources.

The station has a crime prevention unit. Four (4) sector cell phones (and no dedicated patrol vehicles) have been allocated to the four (4) Sector Commanders and are utilised in terms of *sector policing* in all four (4) sectors. There are no dedicated sector teams; the shifts utilise (on average) three (3) patrol vehicles, with two (2) members deployed to each patrol vehicle, in order to attend to complaints on their shift and then only patrol the sectors when they are not attending to complaints. Each of the four (4) shifts has at least six (6) authorised drivers. The same deployment is done to cover all four (4) sectors during both week days and weekends.

The station has seventeen (17) hotspots and on average there are at least four (4) hotspots per sector. The prevalent *contact crimes* in these hotspots are *assault* and *robbery*; and the prevalent *property crimes* are *burglary*, *theft out of/from motor vehicle* and *theft out of/from motor vehicle*. The possible factors contributing to the high incidence of these prevalent *contact* and *property crimes* experienced in the area range from greed, unemployment, drug and liquor abuse, domestic violence (DV), opportunists that target residents that have to leave their vehicles outside as they do not own lockup garages, and environmental design [extremely high density (people & houses); difficult to access houses/shacks in high density areas; "illogical" numbering of houses that is extremely difficult to follow; and poor general lighting; etc.].

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The station manages these hotspots, *inter alia*, through crime prevention projects. In this regard the station conducted five hundred and fifty three (553) weekly and joint crime prevention operations (Metro Police, Law Enforcement and Traffic divisions of the City of Cape Town) in the past twelve (12) months (October 2012 to September 2013).

The most effective crime prevention strategies used by the station are foot patrols (in civilian clothing) with and by NHWs, stop-and-seizures and through Radio Zebonele (local community radio station).

The other measures put in place in this regard to address these prevalent crimes are: crime prevention unit [that performs duties according to Crime Pattern Analysis (CPA)]; Joint operations and roadblocks; and Public Order Policing (POPS) Unit that are deployment from and coordinated by the Office of the Khayelitsha Cluster Commander.

The station sector cell phone numbers of the sectors were contacted between 11:40 and 11:50 on 04 November 2013 and the findings were as follows:

- Sector 1 (082 522 0712) the phone was answered.
- Sector 2 (082 522 1937) the phone was answered.
- Sector 3 (082 522 1939) the phone was answered.
- Sector 4 (082 522 0713) the phone was answered.

**TABLE 5: Actual Response Time vs Response Time Targets**

Complaint Categories <sup>4</sup>	Actual Response Time of Station	Response Time Targets		
		Station Targets	Provincial Targets	National Targets
<b>Alpha</b>	14:21	11:38	15:00	19:05
<b>Bravo</b>	18:58	13:57	15:00	24:33
<b>Charlie</b>	18:35	13:27	15:00	21:45

The average response time of the station in terms of all three (3) complaint categories are within the National response time targets. The response time in terms of the *Alpha*

<sup>4</sup> Categories of Complaints:

- Alpha:** Incidents or crimes that are in progress/taking place at the time of reporting  
**Bravo:** Incidents or crimes that have already taken place  
**Charlie:** Attempted incidents / crimes

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complaint category was also within the Provincial response time target; however; the response time in terms of both *Bravo* and *Charlie* complaint categories were not within the Provincial and Station targets. The main reasons cited in this regard were environmental design [extremely high density (people & houses); difficult to access houses/shacks in high density areas; "illogical" & no numbering of houses that is extremely difficult to follow; and poor general lighting; etc.] and a shortage of personnel that is experienced when members are on course, sick leave and normal leave.

## 2.12 RELATIONS WITH THE COMMUNITY

Chapter 7 of the South African Police Service Act directs that, in order to achieve the objects contemplated in section 215 of the Constitution, the SAPS has to liaise with the community through community police forums and community police boards, in accordance with sections 19, 20 and 21, with a view to:

- a) Establishing and maintaining a partnership between the community and the Service;
- b) Promoting communication between the Service and the community;
- c) Promoting co-operation between the Service and the community in fulfilling the needs of the community regarding policing;
- d) Improving the rendering of police services to the community at national, provincial, area and local levels;
- e) Improving transparency in the Service and accountability of the Service to the community; and
- f) Promoting joint problem identification and problem-solving by the Service and the community.

The Lingeletu West SAPS has a functioning CPF with a constitution and a code of conduct. The composition of the members (8 *in toto*) of the CPF executive committee (ExCo) in terms of race and gender is: four (4) African females, four (4) African males, nil (0) white males, nil (0) white females, nil (0) coloured males, nil (0) coloured females, nil (0) Indian males and nil (0) Indian females.

The CPF has been participating in the Expanded Partnership Programme (EPP) of the Western Cape DoCS since the implementation of the pilot phase (2012/13).

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Participation in the EPP to date has ensured that a good foundation was laid to facilitate civilian oversight and effective community police relations in Lingeletu West.

CPF executive meetings and public meetings are both held monthly, whilst public meetings are held on a quarterly basis. CPF executive meetings are attended by the SC, Detective Commander and VISPOL Commander; public meetings are attended by the SC, Detective Commander, VISPOL Commander and the four (4) Sector Managers.

The Lingeletu West CPF communicates the social crime prevention strategies through CPF meetings, public meetings and community police sub-forums. The CPF further participates on the Khayelitsha Safety and Security Forum (KSSF) which is a sub-forum of the Greater Khayelitsha Development Forum (KDF). The focus of the KSSF is to facilitate safety and security in the Greater Khayelitsha area and in this regard a Community Safety Plan will be developed in due course; however, these structures are not legally mandated structures and have been influenced politically in the past. As a result, discussions are underway to have the KSSF rather nominate a representative(s) that would attend the CPF meetings of all three (3) SAPS Stations in the greater Khayelitsha area, i.e.: Harare, Lingeletu West and Khayelitsha ("Site B") and provide feedback to CPFs (in terms of KSSF) and to KSSF (in terms of CPFs).

In the past twelve (12) months (October 2012 to September 2013) the Lingeletu West SAPS/CPF conducted sixteen (16) community projects/campaigns. The focus of these projects/campaigns was mainly to raise awareness on women and child safety/abuse; gangsterism; sexual offences; domestic violence (DV); illegal shebeens; rape; alcohol abuse; drug abuse; school safety; elderly safety and other contact and property related crime. The CPF receives complaints from the members of the public; feedback was received from SAPS by the CPF and members of the public in terms of complaints registered.

The major issues raised by the CPF Chairperson, Mr Jafta during the interview:

- Contact crime, property crime and domestic violence remain a challenge;
- Street robberies, particularly at areas and open spaces where people have to move through to get home from public transport, etc.;
- Municipal Councillors, as *Ex Officio* members, only attend when there is potential for political gain;



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- A meeting was scheduled (05 November 2013) with Business (Khayelitsha Mall in particular) to establish a safety forum in order to address the spate robberies and shoplifting;
- Since the B-Block crime forum (a type of street committee/NHW structure) was established, there was a dramatic decrease in crime in that area; and
- Gangsterism activity decreased in the hot spot areas where dedicated unemployed community members were deployed; and
- Poor environmental design, particularly the lack of the numbering of houses.

The CPF has just piloted a project at a school where children were allocated a camera and requested to photograph what they perceive as crime and safety hotspot areas. After the completion of the latest school exams the children will be presenting their findings and recommendations to the CPF. This will then be used to develop projects in order to address these issues/areas. The CPF further aims to roll this project out at other schools in 2014.

## 2.13 DETECTIVE SERVICES

The Detective Branch of the Lingeletu SAPS is located at the main station premises. The station does not have special interview rooms for the clients and there is limited office space for personnel; the complainant is taken to a near-by station or the detective offices are utilised for this purpose. The main reasons reported for the withdrawal is: diversion programme, blood reports outstanding and outstanding blood reports by the detectives.

The station rates complainant (A1) statement taking by the VISPOL members as average. The barriers for poor complainant (A1) statements taken are lack of elements of crime and poor spelling. The members that obtain poor complainant (A1) statements are identified and sent to a statement taking course. It was verified that the station has thirty (30) detectives in total, ten (10) detectives have 2 to 5 years' experience; nine (9) detectives have 6 to 10 years' experience and eleven (11) detectives have more than eleven years' experience.

The station has one (1) crime intelligence officer (CIO), which assists to analyse crime trends and crime patterns. The CIO attended the crime intelligence training course. The station is receiving adequate support from the crime intelligence gatherers and is also receiving adequate support from the Local Criminal Record Centre (LCRC) which is based in Khayelitsha. The forensic expert attend the crime scenes much quicker

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than before in incidents of murder/attempted murder, house breakings and for the facilitation of the identity kits.

The station has seventeen (17) registered informers, and there are six (6) detectives that do not have registered informers, however they utilise occasional informers. The occasional informers are not keen to be registered informers fearing for their lives. Seven (7) detectives claimed for informers in the past twelve (12) months (01 October 2012 to 30 September 2013). The informer budget allocated for the current financial year (01 Apr 2013 to 30 March 2014) is R 20 000, 00. The total amount of budget claimed for informers in the past twelve (12) months (01 October 2012 to 30 September 2013) is R1857, 00.

The court register, docket register and fingerprint registers were inspected and were up-to-date. The detective commander meets the station commander, the group commanders & detectives on daily basis. The detective commander meets the Family Child and Sexual Offences Unit (FCS) on weekly basis.

The new dockets are inspected immediately and court dockets are inspected three (3) days before the court date. On daily basis one of the groups is on standby, the standby members together with the crime office detectives investigate all the cases received for the day. Currently the lowest case load carried by a detective is two (2), the member is on course. The highest case load carried by a detective is nine hundred & thirty nine (939).

There were no detective members charged with corruption in the past twelve (12) months (01 October 2012 to 30 September 2013). Some pro-active steps taken to curb corruption are: members are timeously sensitised at parades and dockets are inspected on daily basis.

The station has a docket store and does not have a docket register, however a pro-forma is utilised. The dockets are filed according to the month and year of the CAS system. The station does not have a duplicate docket, and has not lost any docket at the station or at court in the past twelve (12) months (01 October to 30 September 2013). Measures put in place to prevent the loss of dockets are: all members have lockable cabinets and their offices are locked. The detective are not all allocated with filing cabinets and they are not all lockable. The station does not have an electronic docket system, however statements can be scanned. The Integrated Criminal Justice System (ICJS) meetings and Case Flow Management meetings are both held monthly.

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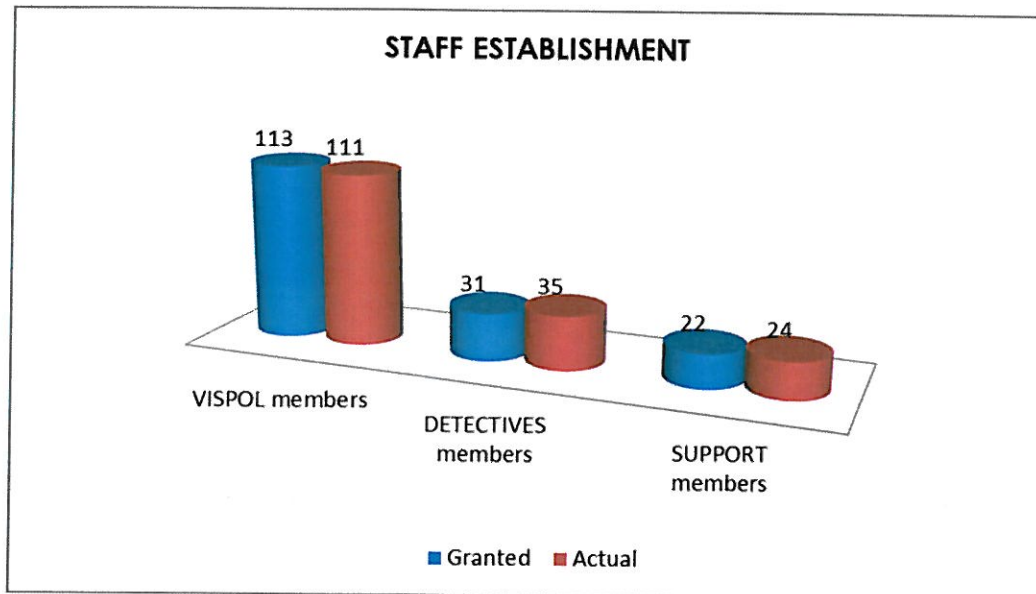
## 2.14 RESOURCE MANAGEMENT

2.14.1 Human Resource Management

## 2.14.1.1 Staff Establishment

Graph 3 below indicates that Lingeletu West SAPS station has a total staff establishment of one hundred and seventy (170) members. One hundred and forty six (146) members are employed under the SAPS Act (Act No. 68 of 1995) and twenty four (24) members are employed under the Public Service Act (PSA) (Act No. 103 of 1994) at the station.

**GRAPH 3: Actual Personnel Distribution at the station \***



**\* Source: SAPS Performance Chart**

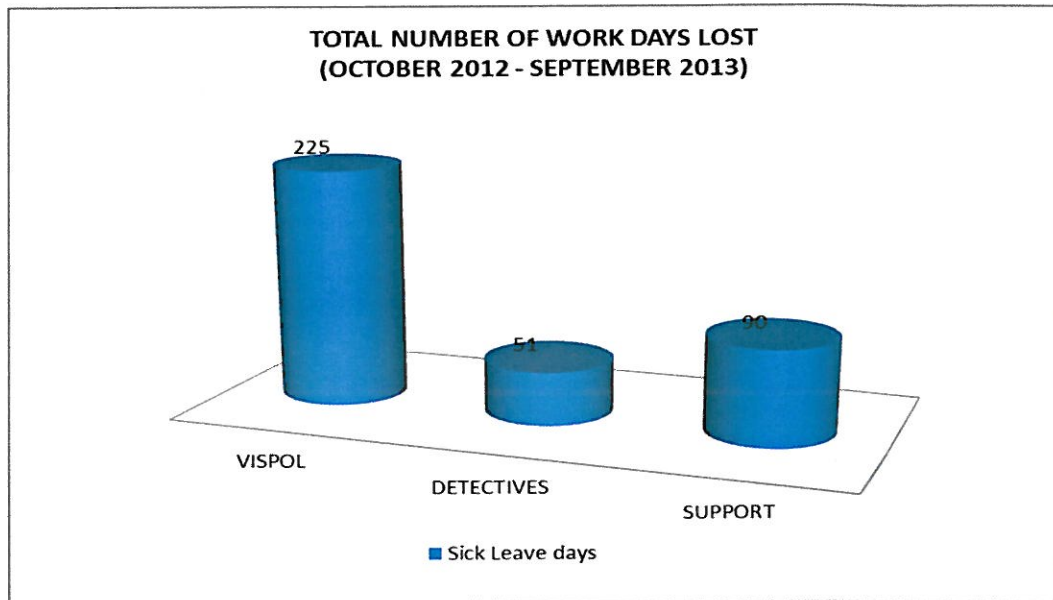
According to the Resource Allocation Guide (RAG) the station is granted a total of one hundred and sixty six (166) members; which means the station is sufficiently supplied. However, there is no Support Services Head at the station.

The station has thirty (30) active reservists, twelve (12) are doing functional policing and eighteen (18) are doing rural and urban safety. Currently, there are no students at the station.

### 2.14.1.2 Leave Management

Graph 4 below illustrates the status of sick leave management at Lingeletu West SAPS station during the period 01 October 2012 to 30 October 2013.

**GRAPH 4: Leave Management \***



**\* Source: SAPS Performance Chart**

The station processed sick leave application forms from forty six (46) members during the period (01 October 2012 to 30 September 2013). In this regard a total of three hundred and sixty six (366) working days were lost due to sick leave, i.e. an average of 2.1 days per person<sup>5</sup>.

One (1) member was also reported to be on incapacity leave during the time of the audit from VISPOL a sergeant, days lost as a result of the incapacity leave amount to thirty (30)

<sup>5</sup> **SAPS Annual Report 2011/12, p. 225:** A total of 71 % (141,736/199,345) of the total employees made use of sick leave during the financial year 2011/12 translating to an average of 9 days sick leave per person at an estimated cost of R638 million. This is a slight decrease from the average of 10 days sick leave per person taken during the financial year 2010/11, but an increase from the average of 8 days sick leave per person taken during the financial year 2009/10.



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The average number of sick leave days per member per component at the respective components is as follows:

- VISPOL: 2 days per person
- Detective Services: 1 days per person
- Support Services: 3.8 days per person

### 2.14.1.3 Performance Management

The station commander's performance agreement was reported to have been signed; however, it could not be viewed and verified as it was reported to be at the cluster station (Khayelitsha). The station does not have a Support Services Head, the Detective branch commander has been on sick leave and has yet signed the revised Performance Enhancement Plan (PEP) only the VISPOL head whom the station commander has signed a Performance Enhancement Plan (PEP) with for 2013/14. The assessment for the current financial year has not yet been conducted. The performance assessments are conducted bi-annually as per prescribed time frames, the station reported.

### 2.14.1.4 Employee Maintenance

The station indicated that there is a captain in the entire Khayelitsha cluster that is responsible for Employee Health and Wellness. This service is communicated by the station through interviewing members at the station, notice boards and station lectures. Nine (9) members were referred to the service for assistance in the past twelve months (October 2012 to September 2013). The station encourages members to attend debriefing sessions/counselling after a specific event and when a member shows a sign of stress.

The programme is beneficial to members and their families as it assist them to better deal with the challenges they are facing. The challenge however is the fact that most members still prefer to utilise their private service, due to dented image of the EHW.

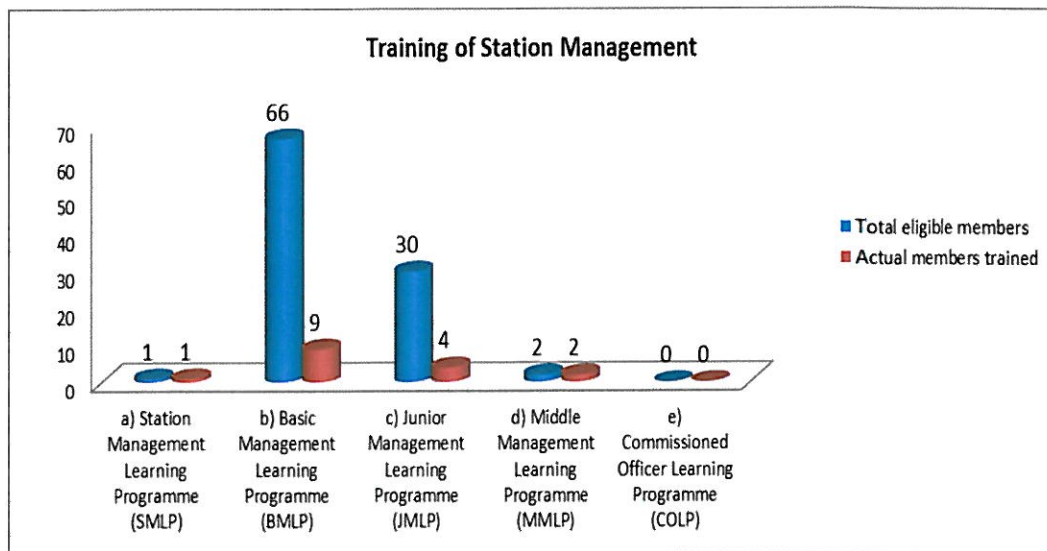
Two (2) grievances were lodged in the past twelve (12) months (01 October 2012 to 30 September 2013) and both have been finalised. Two (2) serious misconduct cases

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were reported in the same period and both of these serious misconduct cases have been finalised.

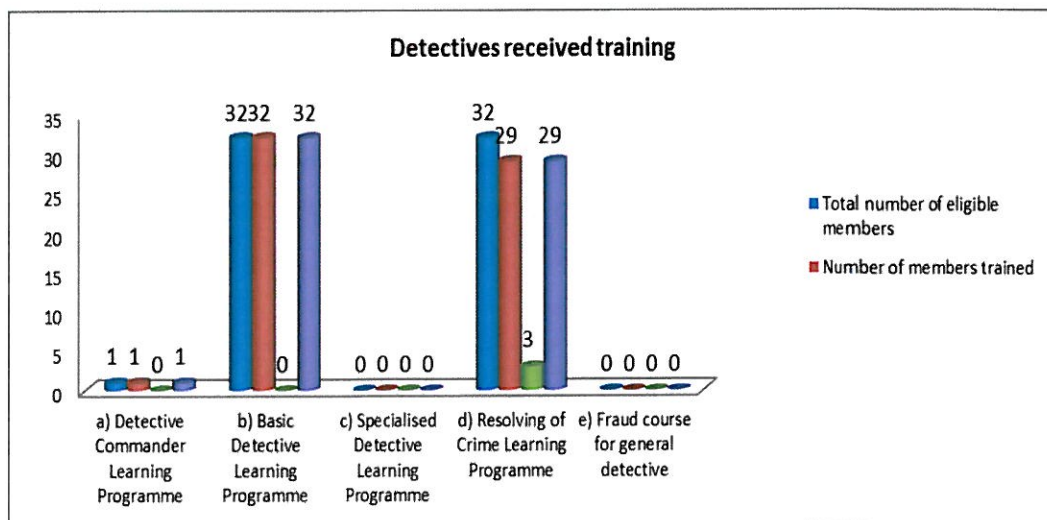
### 2.14.1.5 Employee Development

**GRAPH 5: Station Management**



The majority of station managers are eligible to attend the training as indicated in the graph above, however a limited number has been trained in (MMLP) and (JMLP).

**GRAPH 6: Detective Training**

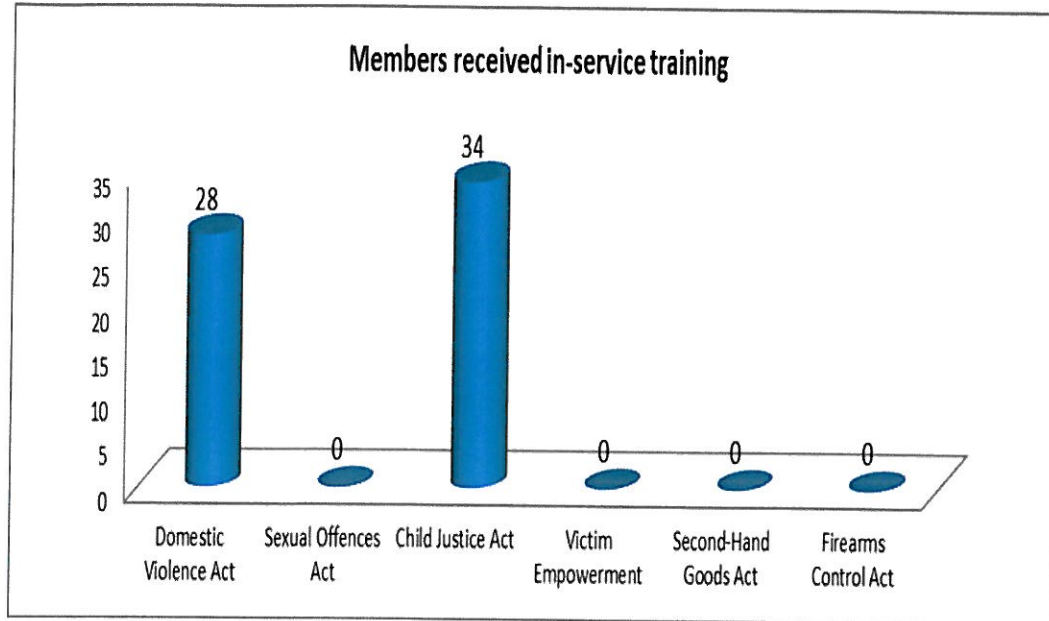


The station has a total of thirty two (32) detectives, including the branch commander; the above graph show the courses that they have attended. None of the detectives

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have been trained to investigate commercial crimes; these types of crimes are investigated by the commercial crime unit.

**GRAPH 7: In-service Training**

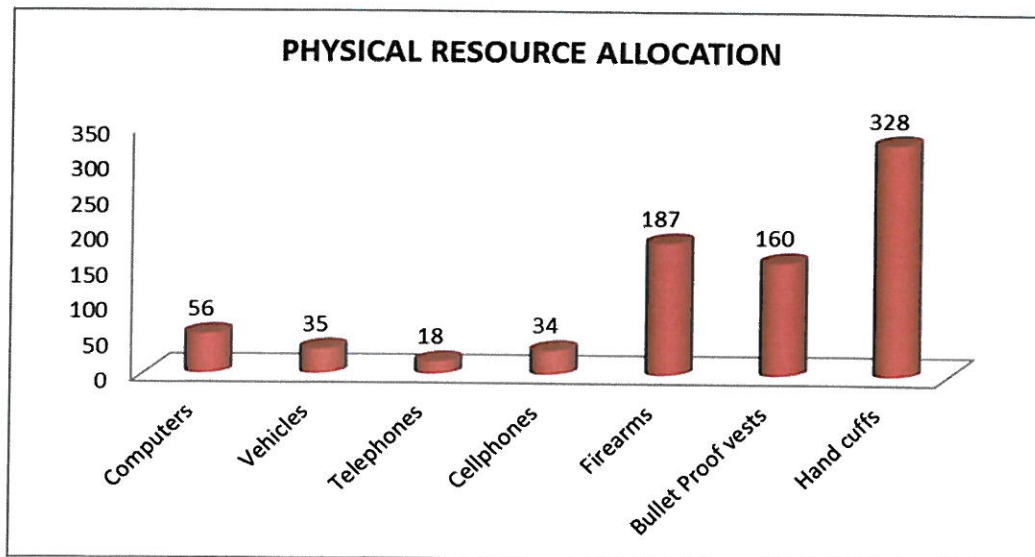


## 2.14.2 Capital Resource Management

### 2.14.2.1 Asset Management

Graph 8 below reflects the status of assets at Lingeletu West SAPS station at the time of the oversight inspection.

**GRAPH 8: Physical Resources allocated**



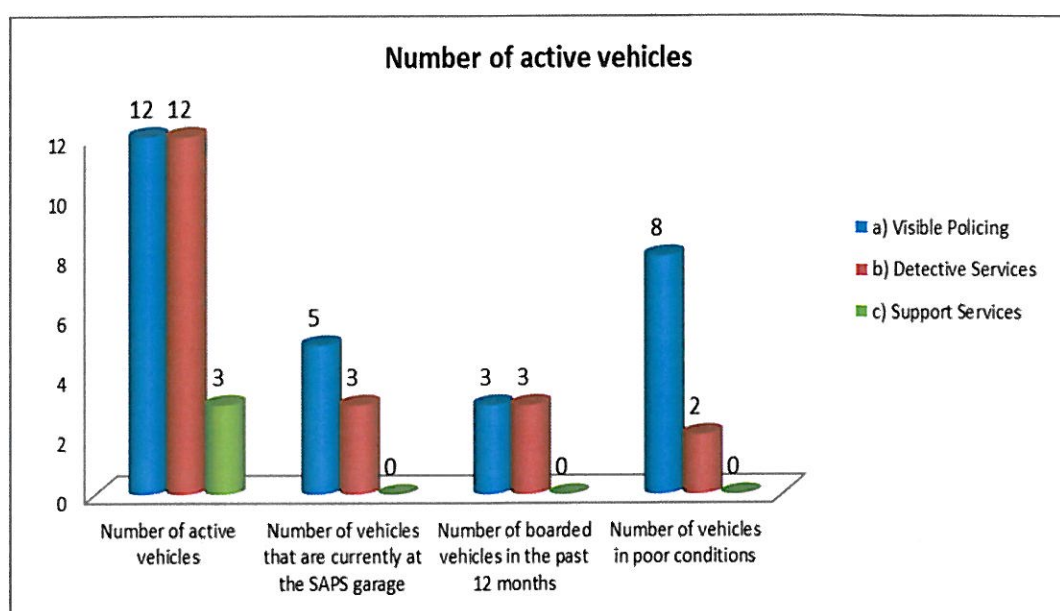
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The station has a total of fifty six (56) computers and all are connected to the mainframe and none were reported not to be functioning.

### 2.14.2.2 Fleet Management

Graph 9 below reflects the status of the vehicle fleet at Lingeletu West SAPS station. At the time of visit eight (8) motor vehicles were garaged and ten (10) were reported to be in poor condition.

**GRAPH 9: Vehicles**



The station has a total of thirty five (35) vehicles and all of them were reported to have been fitted with the automated vehicle location (AVL) system. The fleet manager is a warrant officer assisted by a clerk. However the information required was provided. The fleet manager indicated that he does not receive feedback from the garage unless he contacts the garage to get progress.

The station indicated that state vehicles are utilised to transport members between residence and place of work, it was indicated that due to some shift members working irregular hours and some members staying in dangerous or unsafe place where public transport is awkward this arrangement is particularly for that. However there is no fully motivated application by the affected members for this arrangement.



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What was presented however was the application for overnight garaging, where members apply and indicate in their overnight garaging form; what is the purpose of utilising state vehicle; commander approves and on return of the vehicle a pocket book detailing activities must also be submitted.

Vehicle registers for the month of September 2013 were inspected and it was found that the registers are not always properly completed by the members. Deviations identified amongst others were where the back of the SAPS 132 (b) and the column where a member needs to indicate the distance travelled is in most books were not completed. The logbooks are available and inspected, by the captain and deviations are indicated for the members to rectify. Over the past twelve (12) months seventeen (17) vehicles were involved in an accident and one member was involved in accident more than once, disciplinary steps were taken against the member.

### 2.14.2.3 Loss Management

In the past twelve (12) months four (4) cellphones were lost; one (1) firearm; four (4) bulletproof vests and three (3) handcuffs were reported as losses. Disciplinary steps were instituted against the members.

## 3. RECOMMENDATIONS

Oversight Inspection Issues	Key Findings	Management Action Plan	Responsible Person / Unit (SAPS)
Internal Factors	<p>The station paint is damaged; the station is in poor state of repair.</p> <p>Limited office and storage space.</p>	Department of Public works to expedite the renovation process.	<p>Station management;</p> <p>Department of Public Works</p>

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Oversight Inspection Issues	Key Findings	Management Action Plan	Responsible Person / Unit (SAPS)
<b>Sector Policing</b>	Environmental design of Lingeletu West (numbering of houses, lighting, access roads & high density) must be addressed.	Engage City of Cape Town	Station management.
<b>Community Service Centre (CSC)</b>	There are only two (2) cubicles.  There are no detainees cells, suspects are transported to Harare SAPS.	Department of Public works to expedite the refurbishment process.  Department of Public Works to expedite the refurbishment process.	Department of Public Works.  Department of Public Works.
<b>Victim Friendly Room (VFR)</b>	The premise is not resourced (no furniture).  There are only two (2) volunteers, one (1) is trained on victim empowerment and the other is not trained.	Matter to be taken up with the SAPS Province.  Matter to be rectified by the Station management.	Station management.  Station management.
<b>Second Hand Goods</b>	There is no second Hand good dealer's forum.  No communication/awareness campaigns conducted in the past 12 months.	Matters to be rectified by the Station management.  Matter to be rectified by the Station management.	Station management.  Station management.
<b>SAP 13 Store</b>	The store is located at Khayelitsha SAPS station (Site B).	Department of Public works to expedite the refurbishment process.	Department of Public Works.

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Oversight Inspection Issues	Key Findings	Management Action Plan	Responsible Person / Unit (SAPS)
<b>Detective Services</b>	Average complainant statements (AI) obtained by VISPOL members.	Matter to be rectified by the Station management.	Station management.
	There are no special interview rooms.	Department of Public works to expedite the refurbishment process.	Department of Public Works.
	There are six (6) detectives without registered informers.	Matter to be rectified by the Station management.	Station management.
	Office space is a challenge.	Department of Public works to expedite the refurbishment process.	Department of Public Works.
	There is no electronic docket system.	Matter to be taken up with SAPS Province.	SAPS Province.
<b>Human Resource Management</b>	The Employment Health and Wellness Programme (EHW) is not optimally used by members at the stations, they indicate lack of trust from the service.	The lack of trust on the service is of concern. Management to work on the image of the service that is being perceived and encourage members to utilise EHW service. Management to look into this matter of non-compliance and address it.	Provincial SAPS.

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COMPILED BY:



DEPUTY DIRECTOR: MONITORING AND EVALUATION

(WAYNE BUTLER)

DATE: 08/11/2013

SIGNED OFF BY:



DIRECTOR: MONITORING AND EVALUATION

(D OOSTHUIZEN)

DATE: 8/11/13