

**Policy knowledge and bureaucratic management perceptions  
towards effective and efficient fuel usage in the South  
African Police Service**

By

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College of Humanities**

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## **DECLARATION**

I hereby declare that this doctoral thesis submitted in fulfilment of the requirements for the degree of Doctor of Philosophy in Criminology and Forensic Studies, at the University of KwaZulu-Natal (UKZN), is my own original work and has not been submitted to any other institution, and that all the sources consulted or quoted are indicated and acknowledged by means of a comprehensive list of references.

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**Karel Francois Husselmann**

***“...he saw his children and their children  
to the fourth generation”.***

**Job 42:16**

## **DEDICATION**

**This doctoral thesis is dedicated to my wife, Maud, my sons, Francois and Marco, as well as my daughter, Carla.**

## ACKNOWLEDGEMENTS

The completion of this doctoral thesis is the product of ample hard work from many individuals. Without the assistance of these individuals I would not have been able to finish it. This dissertation is as much theirs as it is mine. My heartfelt appreciation goes to the following persons:

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- My children, Francois, Marco, and Carla, for being there for me, and making me proud.
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- The University of KwaZulu-Natal (UKZN) Humanities and Social Sciences Research Ethics Committee (HSSREC) for approving my research proposal and ethical clearance application.
- The South African Police Service (SAPS) for allowing me the opportunity to perform the study amongst the organisation's employees.

**Most importantly, I wish to thank GOD for being in front of me, behind me, beside me, above me, underneath me and now!!! ... inside me. What a wonderful feeling....**

## **ABSTRACT**

Executive power comprehends those aspects of the organisation and administration of society which are, at any given time, regarded as properly a matter of governmental responsibility. Understanding as to what matters are properly regarded as the responsibility of government has changed over time, however such matters have always included the maintenance of external and internal security, the promotion of law and order, and the keeping of the peace. Consequently, the operations of the police are accepted as responsibilities of the executive government. Idealistically, police and policing should be performed by highly qualified individuals, supported by the best tools and resources, discharged with the highest professional standards that produce good and accountable managerial results that best serve the people. Paradoxical as it may seem for a programme-heralding performance, New Public Management (NPM) is unable to provide adequate information on its own performance over a twenty-year period. Hypotheses specific to national experiences are too few and too 'parochial' since they lack comparative relevance. More specifically, no comparison could be found on the implementation of NPM on national state police vehicle fleet fuel usage systems around the World. More specifically, Government departments in the Republic of South Africa do not have access to unlimited funds and therefore have to manage allocated financial resources effectively and efficiently. The South African Police Service (SAPS) overspent its fuel, oil, and lubricant budget by almost R1.1 billion South African Rand, over the last six (6) years. The current study contributes new knowledge to the NPM theoretical framework by providing adequate information for a comparative national police vehicle fleet fuel usage system, which is a world first. More specifically, the study asked: (i) What are the general vehicle fuel and oil management knowledge of a representative sample of all station commanders in the SAPS? (ii) What are the specific SAPS vehicle fuel and oil management

policy knowledge of a representative sample of all station commanders in the SAPS? (iii) What are the thoughts of SAPS station commanders concerning the behaviour of SAPS officials under their control with regards to effective and efficient SAPS vehicle fuel and oil usage? (iv) What attitudes do SAPS officials have towards effective and efficient SAPS vehicle fuel and oil usage according to a representative sample of all station commanders in the SAPS? Two valid and reliable measuring instruments were developed and administered to a representative sample (359/1135) of all station commanders in the SAPS: a) A 20-item SAPS fuel and oil management knowledge test; and b) A 19-item self-report perception questionnaire that measures SAPS fuel and oil management perceptions of SAPS station commanders. The study amongst others found that SAPS station commanders believe that police officials do not find it important to treat state vehicles the same way as they treat their private vehicles. The study also found that the SAPS station commanders, in general, did not have a 100% knowledge base (memory) (as required by SAPS Top Management) of SAPS National Instruction 4 of 2011: State vehicles, that relates to effective and efficient fuel and oil management, and other SAPS policies that guide effective and efficient management of fuel and oil in SAPS. The study amongst others recommended that all SAPS station commanders and their respective subordinates be outcome-based oriented, assessed, and held accountable in terms of SAPS policies and guidelines on the effective and efficient management of fuel and oil.



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## CHAPTER 1

## ORIENTATION

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### 1.1 INTRODUCTION AND RATIONALE

It was Aristotle who for the first time classified the functions of the Government into three categories viz., deliberative, magisterial and judicial. During the eighteenth century the French political philosopher Montesquieu in his book *L. Esprit Des Lois* (Spirit of Laws) published in 1748, for the first time enunciated three (3) kinds of power in every political society; legislative power, executive power and judicial power. This theoretical analysis, also known as the principle of the separation of powers, was accompanied by a collar of profound practical importance - the liberty of the citizens in any community varies with the degree to which the three (3) governmental powers are held in separate hands (Montesquieu, 1748). A free society is one in which legislative, executive and judicial powers are, or tend to be, kept separate. At the other extreme, concentration of legislative, executive and judicial powers in one person, or one group of people, is the essence of tyranny (Montesquieu, 1748).

Representatives of the people make the law (parliament; legislative power) and delegate responsibility to professional bureaucrats to execute it properly (executive government; executive power). The execution of laws is then interpreted and applied by the judiciary (courts; judicial power) (Kettl & Milward, 1996).

Within the context of the current study, the executive power comprehends those aspects of the organisation and administration of society which are, at any given time, regarded as properly a matter of governmental responsibility. Understanding as to what matters are properly regarded as the responsibility of government has changed over time, however such matters have always included the maintenance of external and internal security, the promotion of law and order, and the keeping of the peace. Consequently, the operations of the police are accepted as responsibilities of the executive government.

The foundations of classical (traditional) public administration, defined as the detailed and systematic execution of public law (Wilson, 1887; Goodnow, 1900), can be discerned thousands of years ago, across cultures, and in various nations around the globe. The Bible mentions a variety of hierarchical and managerial structures that served as prototypes for governance of growing populations (Vigoda, 2003). Ancient methods of public labour distribution were expanded by the Greeks and the Romans to control vast conquered lands and many peoples (Vigoda, 2003). Despite basic similarities, the public administration of our times is entirely different from public services in the past – amongst many others, it is larger and more complex than ever before, and it is still expanding by the day (Vigoda, 2003).

Idealistically, public administration should be performed by highly qualified bureaucrats, supported by the best tools and resources, discharged with the highest professional standards that produce good and accountable managerial results that best serve the people (Rosenbloom, 1998). This however has not always been the case. After the two world wars (1930s and 1940s) the assumed correlation of social and economic conditions with political stability and order propelled some of the more aggressive economic programmes in which the state took an active part (Vigoda, 2003).

Major attention was dedicated to the creation of better services for the people, long-range planning, and high-performance public institutions capable of delivering quality public goods to growing numbers of citizens (Rainey, 1990). To build better societies was the goal (Rainey, 1990). A larger and more productive public sector was the tool (Rainey, 1990). In many respects the utopian vision of a better society generated by the post-war politicians and administrators in the 1940s and 1950s inexorably crumbled and fell during the 1960s and 1970s (Rainey, 1990). A sizable number of governments could not deliver to the people many of the social promises they had made. The challenge of creating a new society, free of crime and poverty, highly educated and morally superior, healthier and safer than ever before, remained an unreachable goal (Barzclay, 2001; Pollitt, 1990; Hood, 1990; Aucoin, 1990; Walsh, 1995). Citizens' trust and confidence in government, and in public administration as a professional agent of government, suffered a significant decline (Barzclay, 2001; Pollitt, 1990; Hood, 1990; Aucoin, 1990; Walsh, 1995). The public no longer believed that governments and public services could bring relief to those who needed help, and that no public planning was good enough to compete with natural social and market forces. The state was seen as unable to manage its resources efficiently and to result in profligacy (Barzclay, 2001; Pollitt, 1990; Hood, 1990; Aucoin, 1990; Walsh, 1995). In terms of neo-classical economics the bureaucracy ignores the law of diminishing marginal utilities and continues to produce an output, even when the marginal utility of that output for society has become too low (Keraudren, 1994). The general result is waste, or in other words, progressively rising levels of public spending and at the same time falling levels of public service (Niskanen, 1971).

Consequently this gave rise to New Public Management (NPM) in the early 1990s (Barzclay, 2001). NPM, styled by many authors (Pollitt, 1990; Hood, 1990; Aucoin, 1990; Walsh, 1995) in developed democracies is a shorthand expression regularly used by scholars and professionals to refer to distinctive themes, styles, and patterns of public service management (Barzclay, 2001). The NPM paradigm is underlined by Public Choice Theory, itself rooted in Economic Theory of Rational Behaviour, Neo-Taylorism, which belongs to Organisational Theory and Classical Management Theory, and Public Entrepreneurship that is embedded in Entrepreneurship Theory – all of these within the ambit of:

- Policy analysis, Political science, and Political Economy
- Sociology, Cultural studies, and Community studies
- Management and Organisational studies

Public Choice Theory proposes an alternative basis for decision-making in government or ‘public choice’. Bureaucracies are seen as monopolies due to a lack of competition to produce a given public output. Advocates (Niskanen, 1971; Downs, 1967) of the theory, proposes several measures to counteract bureaucratic monopoly. Amongst others, more competition in the delivery of public services; privatisation or contracting-out; availability of alternatives in terms of services offered by the public service, and stricter controls. Public Choice Theory emphasizes the importance of the interface between bureaucracy and the political environment. The economic analysis of bureaucratic power leads to policy recommendations aimed at creating more political control.

Public Choice Theory focuses on the relation between internal and external organisation whilst Neo-Taylorism (also known as scientific management) emphasizes exclusively on the bureaucracy and does not elaborate on the nature of the political system. Neo-Taylorism is, nevertheless, political in the sense both that it deliberately avoids shedding light on the role of the political system in the provision of public services and that it directs public attention to the individual performance of ministers. Some underlying assumptions are that things go wrong because the cost of producing a public service is never known; there is a lack of personal responsibility among public administrators, and public service career systems resist innovation. Proponents of Neo-Taylorism (Pollitt, 1990; Morgan & Murgatroyd, 1994), encourages increased control (as was the case with Public Choice Theory) of economic and financial information; the use of performance-evaluation techniques to measure actual achievements against proposed targets, and the introduction of individual rather than collective incentives.

In 1992, David Osborne and Ted Gaebler introduced the concept of ‘public entrepreneurship’. Osborne and Gaebler claimed that in the contemporary era of global competition, instant communication, a knowledge-based economy and niche markets, a bureaucratic system based on the classical model leads to mediocrity, inflexibility and an obsession with control. They proposed a new form of governance that is adaptable, responsive, efficient and effective – ‘entrepreneurial government’. ‘Entrepreneurial government’ advocates not a necessary smaller government but a better government, based on the following ten principles:

1. Government should skillfully select alternatives to in-house delivery, such as contracting out, entering into public-private partnerships, and utilising such devices as vouchers, volunteers, seed money, and ‘*quid pro quos*’.

2. Professional administrators should not run all aspects of programmes but instead empower clients to participate in management by means of governing councils and management teams.
3. Competition should be injected into the governing process by such methods as bidding for tasks, internal rivalry among sub-units, and competition among services for clients.
4. Departments should minimise the number of rules by which they operate. Line-item budgeting, year-end fund expiration, and detailed job classifications should all be eliminated. Once 'freed up', the various governmental organisations should dedicate themselves to a clear, 'one-niche' mission.
5. Review of organisational-performance and fund-allocation should be based on policy outcomes rather than programme inputs.
6. Clients must be regarded as customers. This calls for allowing choices, surveying attitudes, making services convenient, training employees in customer contact, test marketing, and suggestion forms.
7. Governments should not just spend money, but earn it as well, for example, by using fees, shared savings, enterprise funds, entrepreneurial loan pools, and internally-competitive profit centres.

8. Governments should not just deliver services to meet ends, but prevent needs from arising in the first place.
9. Centralised institutions should become decentralised, with hierarchical control giving way to devolved authority, teamwork, participatory management, labour-management cooperation, quality circles, and employee-development programmes.
10. Governments should not attempt to achieve ends only by command and control, but also by restructuring markets through subsidy and incentives for investment.

From a policy perspective, the acting National Commissioner of the SAPS (at the time), Lieutenant General N.S. Mkhwanazi, indicated in the SAPS 2012/2013 Annual Performance Report that *“There are several internal factors that have been identified and acknowledged by the police management which have been prioritised for implementation during the financial year. One of the most important areas is leadership, specifically at police station level where police performance needs to be maximised. Corruption and poor police performance are key elements that impacts negatively on the organisational reputation and ability to deliver. Proper implementation of management principles that rewards managers for excellence and consequences for poor performance, misconduct and corruption is a necessity and will be enforced during 2012/2013. Therefore I expect that every member of the SAPS to espouse the values of the organisation and act with compassion, professionalism and integrity, within the scope of the law”*.

The SAPS 2014-2019 Strategic Plan provides an overview of the key factors that influence the identification of the SAPS' strategic priorities and objectives. The following factors were highlighted: a feeling of safety for all inhabitants of the Republic; creating a better South Africa, Africa and world; an efficient, effective and development-oriented service; nation building and social cohesion; and fighting corruption (pp.12). In particular, the SAPS 2014-2019 Strategic Plan, under efficient and effective service, emphasize purification of functions.

## **1.2 OBJECTIVES AND HYPOTHESES**

Paradoxical as it may seem for a programme-heralding performance, NPM is unable to provide adequate information on its own performance over a twenty-year period (Hood, 1990; Keraudren, 1994). Hypotheses specific to national experiences are too few and too 'parochial' since they lack comparative relevance (Sartori, 1991). More specifically, no comparison could be found on the implementation of NPM on national state police vehicle fleet fuel usage systems around the World. An international magazine, Government Fleet (2012), conducted an informal fuel survey with one hundred and thirty four (134) respondents, and found for public agencies; fleet fuel budget has increased for eighty two percent (82%) of fleets in the past five years. Police organisations around the World do not have access to unlimited funds and therefore have to manage allocated financial resources effectively and efficiently.



The purpose of the current study is to contribute new knowledge towards the NPM theoretical framework.

Research questions:

- What are the general vehicle fuel and oil management knowledge of a representative sample of all station commanders in the SAPS?
- What are the specific SAPS vehicle fuel and oil management policy knowledge of a representative sample of all station commanders in the SAPS?
- What are the thoughts of SAPS station commanders concerning the behaviour of SAPS officials under their control with regards to effective and efficient SAPS vehicle fuel and oil usage?
- What attitudes do SAPS officials have towards effective and efficient SAPS vehicle fuel and oil usage according to a representative sample of all station commanders in the SAPS?

Hypotheses

- A representative sample of all SAPS station commanders do not have adequate SAPS vehicle fuel and oil management policy knowledge as to manage fuel usage in the SAPS effectively and efficiently.
- A representative sample of all SAPS station commanders perceive that police officials manage their private vehicles different compared to their state vehicles.

### **1.3 OPERATIONALISATION OF RELEVANT CONCEPTS**

Accurate variable measurement is primarily based on the empirical operationalization of relevant concepts (Breakwell, Hammond & Fife-Schaw, 2000). The following are relevant concepts pertaining to this study:

#### **1.3.1 PERCEPTION**

Jordaan and Jordaan (2003:285) define perception as the way people process, interpret or assign meaning to information they receive via the sensory systems (of the human body). Others conceptualise perception as an interpretation or impression based on ones understanding of something (Fowler & Fowler, 1995:1014). However, for the purposes of the current study, perceptions were operationalised as cognitive evaluations (variations of being favourable or unfavourable) towards statements made on a 19-item questionnaire relating to; (1) vehicle fuel and oil general knowledge of SAPS station commanders, (2) opinions of SAPS station commanders concerning the effective and efficient SAPS fuel and oil usage behaviour of SAPS officials under their control, and (3), perceptions of SAPS station commanders about the effective and efficient SAPS vehicle fuel and oil usage attitudes of SAPS officials in general.

#### **1.3.2 KNOWLEDGE**

There is no single agreed definition of knowledge presently, nor any prospect of one, and there remain numerous competing theories. The Oxford Dictionary (1995:753) describes knowledge as an awareness or familiarity gained by experience. Reber

(1995:401) conceptualises knowledge as “...*the body of information possessed by a person. Those mental components that result from any and all processes, be they innately given or experientially acquired*”. In this study knowledge was operationalised as the ability of SAPS station commanders to correctly or incorrectly recall or memorise and interpret certain contents of *the SAPS National Instruction 4 of 2011: State vehicle, which relates to effective and efficient fuel and oil management, West Bank fuel card procedures, and other SAPS policies that guide effective and efficient management of vehicle fuel and oil in SAPS*.

#### **1.4 RESEARCH SAMPLE**

The study sample had to be large enough so as to be able to generalise to all station commanders in the SAPS. Subsequently the sample was selected to be within a 5% variance of the population mean with a 99% confidence level, as per Table 1.

Table 1

*Research sample*

X	N	N % of
SAPS station commanders population (September 2015)	Study sample of SAPS station commanders (January – September 2015)	X
1135	359	31.62

*Note.* ‘X’ denote ‘population’; ‘N’ indicates ‘sample’; and ‘%’ designate ‘percentage’.

A more comprehensive discussion of the study sample is provided in the Research Methodology and Data Analysis chapters of this thesis.

## 1.5 DATA ANALYSIS

Both descriptive and inferential techniques were used to analyse the data. Some of these statistical techniques included: significance tests, non-parametric tests, correlations, associations and variance. These techniques along with the data analyses are discussed in more detail under the Data Analysis Chapter.

## 1.6 CONCLUSION: ORGANISATION OF THE THESIS

Based on the research rationale, problem statement, objectives and hypotheses stated above, the rest of the thesis is structured as follow:

- Chapter 2: Literature review – legislation, policy, strategy, and structure with regards to fuel and oil management in the SAPS.
- Chapter 3: discusses the SAPS administrative processes and measures to save on fuel and oil costs
- Chapter 4: discusses the research methodology and procedures used in the study
- Chapter 5: presents the data analyses; and
- Chapter 6: reflects on the findings, recommendations, and concludes the report

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## **CHAPTER 2                      LITERATURE                      REVIEW: LEGISLATION,      POLICY,      AND STRATEGY**

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### **2.1      INTRODUCTION**

As a public service department, the SAPS is necessitated to abide by the directives of several statutes, guidelines, and plans. It is the intention and context of the present chapter to deliberate and contemplate on the numerous acts, policies, and strategies that lead the epitome of effective and efficient management of vehicle fuel and oil within the SAPS.

### **2.2      ACTS (LEGISLATION) AND REGULATIONS (SUBORDINATE LEGISLATION)**

#### **2.2.1      ACTS (LEGISLATION)**

The Interim Constitution of the Republic of South Africa, Act No. 200 of 1993, caters under section 214 for the interim establishment and regulation of the SAPS which is governed on national and provincial levels, with appropriate local spheres and structures. The Constitution of the Republic of South Africa (Constitution, 1996), which is the supreme law of the national territory, stipulates under section 205 that the SAPS is responsible for the prevention, combating and investigation of crime; maintenance of public order; protection and securing inhabitants of the Republic and their property; and upholding and enforcing the law. The Minister of Police (as the Head of the Department of Police in the Ministry of Police) and the

National Commissioner (as the Head of the SAPS, a constitutional institution), who are both appointed by the President who is the Head of the National Executive according to section 91(2) of the Constitution (Constitution, 1996), are both accountable as ‘accounting officers’ in terms of the responsibilities of the SAPS according to section 36 (1) of the Public Finance Management Act, Act No.1 of 1999. More specifically, the Minister of Police is responsible for policing and the development, monitoring and implementation of policing policy according to the needs and priorities of the National Executive [section 91(2) of the Constitution, 1996]. While the National Commissioner of the SAPS is subjected to the instructions of the Minister and is required to advise the Minister, she/he is also responsible for the maintenance of an impartial, accountable, transparent and efficient police service [section 218 (1) (a-n) (Constitution 1993)]. In this regard she/he is responsible for the planning, establishment, distribution, organisation, training, infrastructural development and legal capacity of the SAPS [section 11 (2) (a) of the South African Police Service Act, Act No. 68 of 1995)]. This responsibility includes, with special reference to this study, fuel and oil management in the SAPS.

The National Commissioner appoints provincial commissioners subject to consultation with the relevant Provincial Ministerial Executive Council, who is responsible for policing in the specific provincial jurisdiction [section 6 (2) of the South African Police Service Act, 1995)]. Subject to the directions of the said Council and instructions from the National Commissioner [section 218 (2) of the Interim Constitution, 1993], the Provincial Commissioner is responsible for the command and control of the SAPS in her/his particular provincial jurisdiction. These responsibilities include the issuing of provincial orders and instructions (which must also include fuel and oil management) additional to those provided by the National Commissioner [sections 12 (1) and 26 (2) of the South African Police Service Act, 1995]. The provincial commissioners, who are appointed by the National Commissioner [section 218 (1) (h) (Constitution, 1993)], recruit station commanders for their relevant provincial jurisdictions [section 219 (2) (b) (Constitution, 1993)]. Although the South African Police Service Act

(1995), under section 13 (1-13) stipulates the power, duties, and functions of general members of the SAPS, this Act does not describe the responsibilities of station commanders in particular. Neither does any other piece of legislation. However, the South African Police Service Act (1995), under section 15 (1) (a) states: “...*any power conferred on the National or Provincial Commissioner by the South African Police Service Act or any other law, may be delegated in writing by any such Commissioner to any member or other person in the employment of the Service subject to supervisory direction and provided that the National Commissioner and/or Provincial Commissioner ensures that sufficient resources are made available for such purpose*” [section 218 (2) (Constitution, 1993)]. From this it may be inferred that station commanders are responsible and accountable for the command and control of the SAPS in their particular station jurisdictions. This control includes the issuing of station orders and instructions on vehicle fuel and oil management additional to those policy requirements issued by the Minister; Regulations, National Orders and Instructions issued by the National Commissioner, and Provincial Orders and Instructions from the Provincial Commissioner [sections 12 (1) and 26 (2) of the South African Police Service Act (1995)].

Section 195(1) (b) and (f) (Constitution, 1996), section 38 (1) (a) (i) and 38 (1) (b) of the Public Finance Management Act, 1999, and section (3) (b) of the Public Service Act, Act No. 103 of 1994, require that these responsibilities be performed effectively, economically, and efficiently by accounting officers.

## **2.2.2 REGULATIONS (SUBORDINATE LEGISLATION)**

### **Public Service Regulations, 2001**

Regulation III A requires that the Minister of Police provides services with the best value for money, sets measurable objectives for the SAPS, and optimally utilises the human and other resources within the SAPS. The Minister must also, within the parameters of available funds



and based on the service delivery objectives and mandates of the Government and the SAPS, plan to execute functions with an efficient and effective internal organisation and with well-developed human resources. To permit oversight by the public and legislatures, the Minister must publish an *annual report* giving key information on the SAPS.

The Minister must also prepare a strategic plan for the SAPS that assert the organisations' core objectives based on Constitutional and other legislative mandates, functional mandates and a service delivery improvement programme. The strategic plan must also describe the core and support activities necessary to achieve the core objectives, avoiding duplication of functions. The functions that will be performed internally and those that will be contracted out must be specified. The strategic plan must describe the goals and targets to be attained in the medium term. A programme for attaining these goals and targets must be set out, and information on systems that monitor the progress made towards achieving the specified goals, targets and core objectives must be provided (Regulation Part III B1).

The Minister must also, based on the strategic plan: determine the organisational structure of the SAPS in terms of its core and supportive functions; grade proposed new jobs according to the job evaluation system of the Public Service; define the posts necessary to perform the relevant functions while remaining within the current budget and medium-term expenditure framework of the SAPS in terms of the organisation's human resource plan, and specified needs (Regulation Part III B2).

The National Commissioner shall also, in implementing the strategic plan of the SAPS, promote the efficient, economic and effective use of resources so as to improve the functioning of the SAPS, and to that end, apply working methods such as the re-allocation, simplification and coordination of work, and the elimination of unnecessary functions (Regulation Part III B3).

The Minister must establish and sustain a service delivery improvement programme for the SAPS which must indicate the main services provided to the different types of actual and potential customers of the SAPS. It must further create consultation arrangements with the actual and potential customers of the SAPS, with due regard for the customers' means of access to the services and the barriers to increased access thereof. The said programme must specify the mechanisms or strategies to be utilised progressively to remove barriers so that access to services is increased and standards for main services are provided. The programme must also specify the manner in which information about the services of the SAPS is to be provided; and a system or mechanisms for complaints must be established. (Regulation Part III C1). Regulation Part II C5 requires the existence of prior Treasury approval for any decision that involves expenditure from revenue.

The public service departments (including the SAPS) shall manage performance in a consultative, supportive and non-discriminatory manner in order to enhance organisational efficiency and effectiveness, accountability for the use of resources and the achievement of results. Performance management processes shall link to broad and consistent plans for staff development and align with the strategic goals of the SAPS. The primary orientation of performance management shall be developmental but shall allow for effective response to consistent inadequate performance and for recognising outstanding performance. Performance management procedures should minimise the administrative burden on supervisors while maintaining transparency and administrative justice (Regulation Part VIII A).

Public service employees (including SAPS employees) should have ongoing and equitable access to training geared towards achieving an efficient, non-partisan and representative public service. Training should support work performance and career development. It should become increasingly driven by needs, and should link strategically to broader human resource management practices and programmes aimed at enhancing employment equity and representativeness (Regulation IX A).

The Public Service Code of Conduct captured in Chapter 2 of the Public Service Regulations, stipulates, amongst others, that a public service employee must strive to achieve the objectives of her or his institution (in this case the SAPS) cost-effectively and in the public's interest; be creative in thought and in the execution of her or his duties; seek innovative ways to solve problems and to enhance effectiveness and efficiency within the context of the law; be honest and accountable in dealing with public funds and use the public service property and other resources effectively, efficiently, and only for authorised official purposes.

The Minister of Police, in conjunction with the National Commissioner of the SAPS, must ensure that all employees of the organisation comply with the Public Service Regulations and they must deal immediately and effectively with any breach thereof [Part I C.3 (a) and (b)].

### **Public Finance Management Act, 1999: Treasury Regulations**

Public Service Managers are today far more aware of their responsibilities and accountability in terms of managing public finances, measuring public service performance and delivery and public service to the people than ever before. Furthermore, the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), the Public Finance Management Act, 1999 (Act 1 of 1999) and numerous other pieces of legislation and policies place an obligation on both public service and public funds to ensure that such services are delivered to the general public.

In accepting his appointment as Station Commander (Standing Orders General 28 of the SAPS) and in taking up their posts as appointed members at a station, the Commander and his staff respectively accept their role in upholding legislation in the country (Republic of South Africa).

The New Financial Management Act (Act 1 of 1999 as amended by Act 29 of 1999) is one of the most important pieces of legislation which was passed by the first democratic government. This Act promotes the objective of good financial management in order to maximize delivery

through the efficient and effective use of limited resources. The aim of this act is to modernise the system of financial management in the public sector. It represents a fundamental break from the past regime's approaches of opaqueness, hierarchical systems of management, poor information and weak accountability. The key objectives of the Act may be summarised as being to: modernise the system of financial management; enable public sector managers to manage but at the same time to be more accountable; ensure the timely provision of quality information; eliminate waste and corruption in the use of public assets.

The Public Management Act, 1999 gives effect to sections 213, 215, 216, 217, 218 and 219 for the National and Provincial spheres of government (Constitution, 1996).

The Public Finance Amendment Act (Act, 29/1999) stipulates the following with regards to the responsibilities of government department accounting officers: Accounting officer/s “... *must ensure that the department, trading or constitution institution has and maintains - (a) effective, efficient and transparent systems of financial and risk management and internal control; (b) is responsible for the effective, efficient, economical and transparent use of the resources of the department, trading entity or constitutional institution; (c) is responsible for the management, including the safeguarding and the maintenance of the assets, and for the management of the liabilities, of the department, trading entity or constitutional institution*”.

Section 45 of the said Act also reflects on the responsibilities of other officials: “*An official in a department, trading entity or constitutional institution - must ensure that the system of financial management and internal control established for that department, trading entity or constitutional institution is carried out within the area of responsibility of that official; is responsible for the effective, efficient, economical and transparent use of financial and other resources within that official's responsibility*”.

## **Responsibilities of accounting officers**

In Chapter 11, section 207 (1) and (2), (Constitution, 1996), the President as head of the National Executive must appoint a woman or a man as the National Commissioner of the Police Service, to control and manage the Police Service. This makes the National Commissioner the accounting officer for the SAPS [Chapter 5 of the NFMA Sec 26 (1)].

NFMA sections 38 1a(i) read that the accounting officer must ensure effective, efficient and transparent systems of financial and risk management and internal control. It is therefore of utmost importance that vehicle fuel and oil management must be effectively, efficiently and transparently controlled.

Sections 38, 39 and 40 of the New Financial Management Act, (Act 1 of 1999, as amended by Act 29 of 1999), outline the responsibility of what needs to be done by the accounting officer.

## **Responsibilities of other officials**

An official in a department, trading entity or constitutional institution must: “... *ensure that the system of financial management and internal control established for that department, trading entity or constitutional institution is carried out within the area of responsibility; take responsibility for the effective, efficient and economical transparent use of financial and other resources within that official’s area of responsibility; must take effective and appropriate steps to prevent, within that official’s area of responsibility, any unauthorized expenditure, irregular expenditure and fruitless and wasteful expenditure and any under collection of revenue due; comply with the provisions of this Act to the extent that they are applicable to that official, including adhering to any delegations and instructions in terms of section 44; and take responsibility for the management and safeguarding of the assets and the management of the*

*liabilities within that official's area of responsibility ..."* (section 45 of Chapter 5 of the (NFMA).

The above clearly renders the SAPS station commanders and their respective station members responsible and accountable for vehicle fuel and oil management in their station.

## **2.3 POLICIES**

The 1991 National Peace Accord marked the planned end to political violence and the articulated dawn of a new South Africa under democratic rule. Based on the principles of the National Peace Accord and the legislative requirements of the Interim Constitution of the Republic of South Africa (1993), the initial policy direction of the Department of Safety and Security (presently known as the Department of Police) was laid out in the 1994 Green Paper, which emphasized three (3) key policy areas: democratic control, police accountability, and community participation in issues of safety and security. The Police Service Act (1995), concretized these new policy objectives by, amongst others, establishing a Secretariat for Safety and Security. Then in May 1996, Government adopted the National Crime Prevention Strategy (NCPS). The NCPS provided a framework for a multi-dimensional approach to crime prevention. Amongst other things, the NCPS provided a means by which government departments could integrate their approaches to problems of crime control and crime prevention (SAPS Annual Report, 2007/2008). The principles of the Green Paper and the NCPS were incorporated into the White Paper on Safety and Security, September 1998. However, the emphasis shifted towards improved service delivery, most probably directed by the White Paper on Transforming Public Service Delivery, 1997, (South Africa, 1997). This White Paper emphasized the need for simplified procedures and the

elimination of waste and inefficiency with the purpose of reducing public expenditure and creating a more cost-effective public service. The idea was that efficiency savings could be ploughed back into improved services (South Africa, 1997:19). In keeping with the approach outlined in the White Paper and the NCPS, the White Paper on Safety and Security (South Africa, 1998) in general advocated a dual approach to safety and security, namely effective and efficient law enforcement, and the provision of crime prevention programs to reduce the occurrence of crime. More specifically, a core policy tenet of the White Paper was the decentralisation of policing functions to the lowest possible levels within the SAPS and in municipal police departments, as was made salient in the White Paper on Local Government (South Africa, 1998:44). This empowerment focus on local policing, aimed to ensure that the diverse needs of communities are met by innovative responses from SAPS station commanders. Decentralisation granted station commanders more autonomy over their respective station human resources, asset management, policing priorities and related strategies. The White Paper on Safety and Security (1998) also stated that for the said outcomes to be achieved, greater emphasis would be placed on training and the improvement of management skills at police station level.

The principles outlined above suggest a mode of accountability based on performance agreements between those responsible for service delivery (all members of the SAPS) and those responsible for policy and regulatory functions (in the latter case, the Minister of Police supported by the Secretariat for Safety and Security). It also allocates executive functions to clearly delineate managerial responsibility and accountability as a means of improving service delivery. A key element of this arrangement is thus developing, monitoring and maintaining a professional and performance-based

relationship with those institutions in government tasked with the provision of law enforcement and the facilitation and delivery of crime prevention. The White Paper on Human Resource Management, (South Africa, 1997) states that the success of the Public Service in delivering its operational and developmental goals depends primarily on the efficiency and effectiveness with which employees carry out their duties. Managing performance is therefore a key human resource management tool to ensure that: “... *employees know what is expected of them; managers know whether the employee's performance is delivering the required objectives; poor performance is identified and improved, and good performance is recognised and rewarded*” (South Africa, 1997).

Table 2 provides a snapshot of relevant SAPS policy imperatives and strategies (current and envisaged) in support of the implementation of the SAPS Strategic Plan.



Table 2

*Relevant SAPS policy imperatives and strategies in support of the SAPS Strategic Plan, at the time of conducting the current study*

National Security Strategy	Service Delivery Improvement Programme	Rural Safety Strategy
Public Order Policing Strategy	National Crime Combatting Strategy (NCCS)	National Crime Prevention Strategy (NCPS)
Criminal Justice System (CJS) Review	National Crime Detection Framework	Visible Policing Strategy
Crime Intelligence Turnaround Strategy	Recruitment to Retirement Strategy	SAPS Technology Management Strategy
SAPS Anti-Corruption Framework	Enterprise Risk Management Strategy	Stakeholder Value Management Strategy
National Drug Master Plan	Safe Schools Programme	Mining Crime Combatting Forums

### 2.3.1 SUPPLY CHAIN MANAGEMENT

In September 2003, Cabinet adopted a Supply Chain Management (SCM) policy to replace the outdated procurement and provisioning practices across government with a (SCM) function that would be an integral part of financial management and conform to international best practices. The Government, and therefore the SAPS, is intent on modernising the management of the environment to make it more people-friendly and sensitive to meeting the needs of the community they serve. The principal is that managers should be given the flexibility to manage, within a framework that satisfies the constitutional requirements of transparency and

accountability. The PFMA aims to improve accountability in the hands of the accounting officer and it allows the accounting officer to do a risk assessment for her/his institution. The SCM policy includes the transformation of the procurement environment and the systematic approach to the appointment of consultants. It also creates a common thread in terms of the procurement policy and the consistent application of 'best practices'.

National Treasury issued a SCM guide to direct the SAPS National Commissioner to fulfil her/his obligation. National Treasury will make sure that all treasuries are acting in unison and will monitor the implementation thereof in the SAPS. A provision has been included in the PFMA Amendment Bill to repeal the State Tender Board Act. The State Tender Board Regulations have been amended by means of promulgation in the Government Gazette to allow accounting officers at national level to procure goods and services through the State Tender Board.

In terms of sections 38 and 51 of the PFMA, accounting officers and authorities are fully responsible and should be held accountable for any expenditure relating to SCM within their line of responsibility. In the Demand Management environment of SCM, the accounting officer should ensure that the requirements are linked to a budget and an analysis of the past expenditure (such as vehicle fuel/oil expenditure) may assist in determining the fulfillment of the needs.

## **2.4 STRATEGIC PLAN**

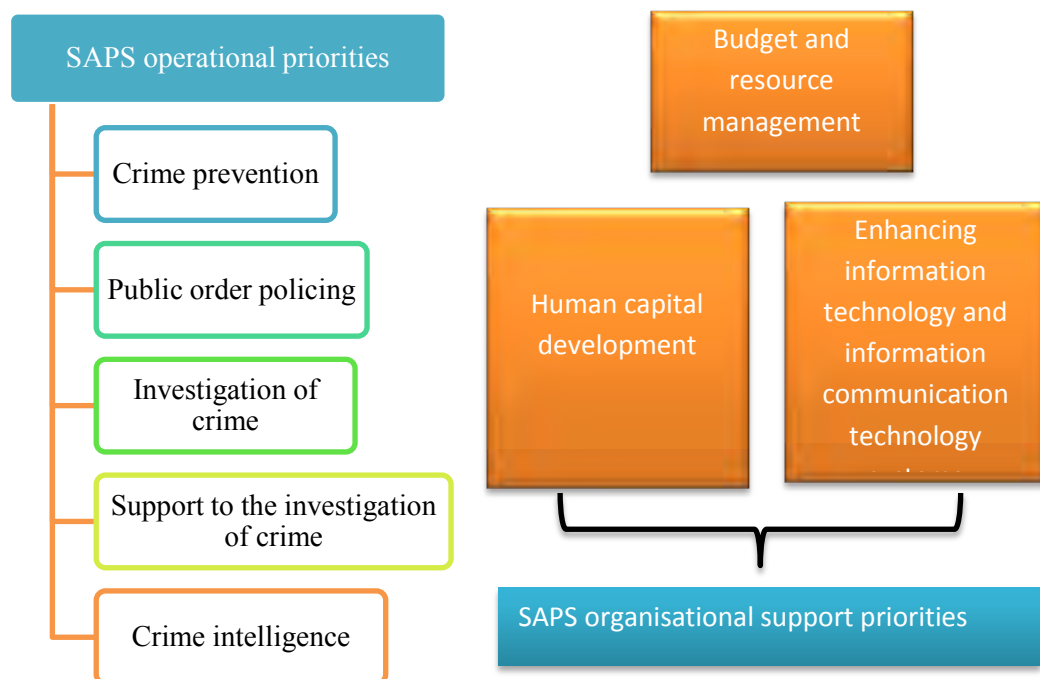
According to the SAPS 2014-2019 SAPS Strategic Plan (2014-2019): “[t]he development of the Strategic Plan commenced in 2014, following the release of the South African Government’s manifesto on the Medium Term Strategic Framework, and its subsequent alignment to the National Development Plan [-2030] [2013]. The plan was informed by the President’s State of the Nation Address, priorities as identified by the Minister of Police and recommendations by

*oversight structures of government, i.e. the Department for Planning, Monitoring and Evaluation in the Presidency, the Portfolio Committee on Police, the Standing Committee on Public Accounts, the National Treasury, the Audit Committee and the Auditor-General”.*

Chart 1 provides a picture of the current strategic operational support priorities identified by the SAPS to guide the organisation during the Medium Term Strategic Framework (SAPS 2014-2019 Strategic Plan).

Chart 1

*SAPS strategic priorities for the Medium Term Strategic Framework, at the time of conducting the present study*



*Source.* PowerPoint presentation given by the National Commissioner of the SAPS, Lieutenant-General M.V. Phiyega, at the time, on 15 April 2015 – 17 April 2015.

The Strategic Management Process followed in the SAPS meets the guidelines and requirements set by the Public Finance Management Act (Act no 1 of 1999 as amended by Act 29 of 1999) (PFMA). The National Treasury Regulation forms the basis for developing the strategic plan. This strategic plan thus informs and directs the budgetary and planning processes within the SAPS and also provides the basis for the annual report of the National Commissioner, as required in terms of the PFMA.

The Service delivery indicators are an indication of how and what will be measured (monitored) in terms of progress/performance (level of achievement) regarding the output. It encompasses one or more of the following dimensions of performance:

- The quantity, volume or level of output or services, to be delivered
- The quality at which the outputs are to be delivered
- The timelessness or timing required for delivery of the output
- The cost of supplying the output
- Performance functions outside the Republic

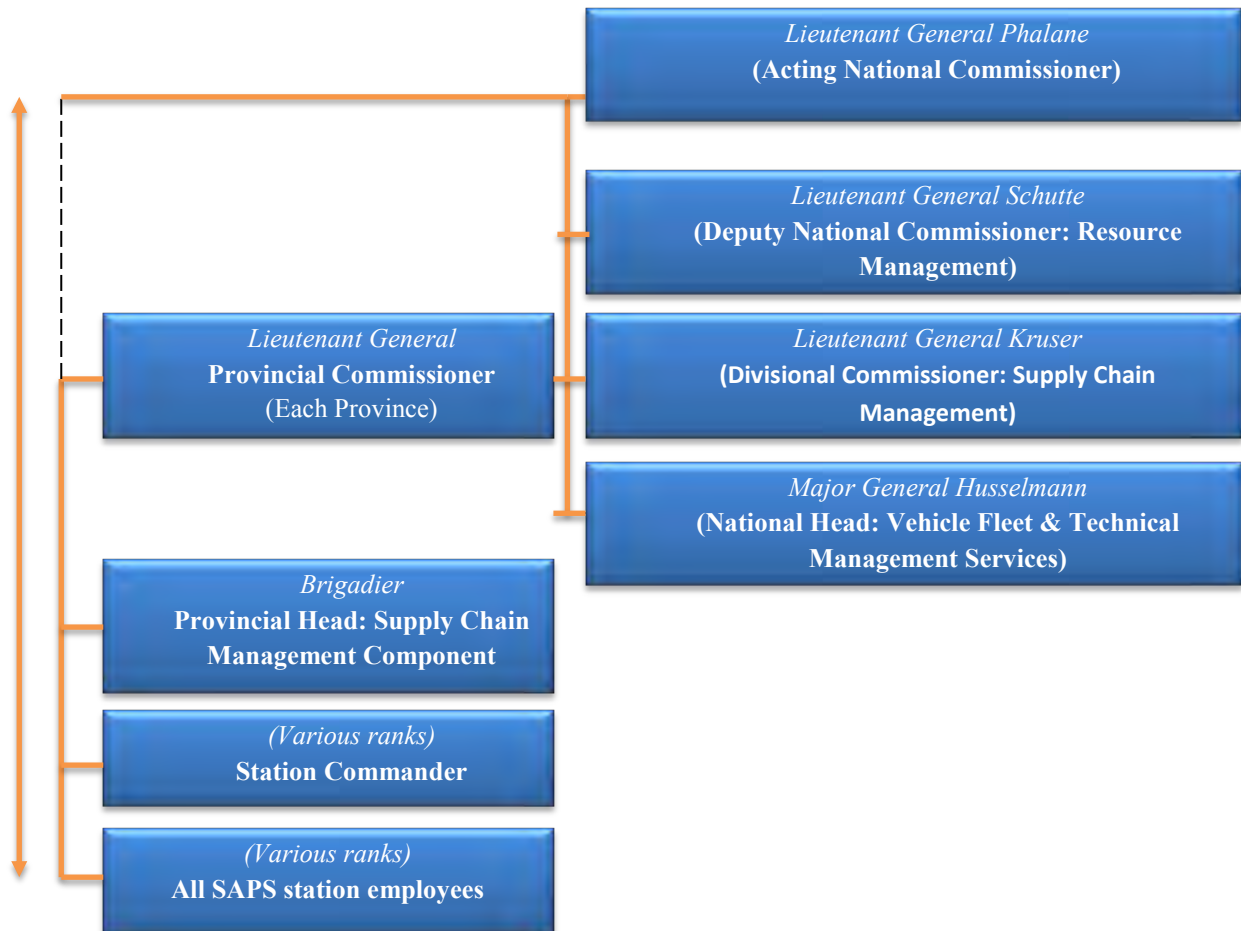
## **2.5 STRUCTURE OF THE SAPS IN RELATION TO VEHICLE FUEL AND OIL MANAGEMENT**

Chart 2 provides a graphical description of the current SAPS vehicle fuel and oil management structure in the SAPS.

Chart 2 denotes that the National Commissioner of the SAPS has the highest authority in the organisation, but also that each and every member of SAPS police stations, are responsible and accountable for the effective and efficient management of vehicle fuel and oil that they use.

Chart 2

*SAPS organisational vehicle fuel and oil management structure, at the time of conducting the present study*



## 2.6 ANNUAL REPORTS

The National budget of the SAPS increased by an annual average of six percent (6.26%) over the past four (4) years, rising from R63.2 billion in April 2012 to R76.4 billion in April 2015. More specifically, the SAPS overspent its fuel, oil, and lubricant budget, by almost R1.1 billion South African Rand, over the last six (6) years, as reflected in Table 3 and Chart 3.

Table 3

*SAPS National fuel, oil and lubricants budget and expenditure for the period April 2009 until April 2015*

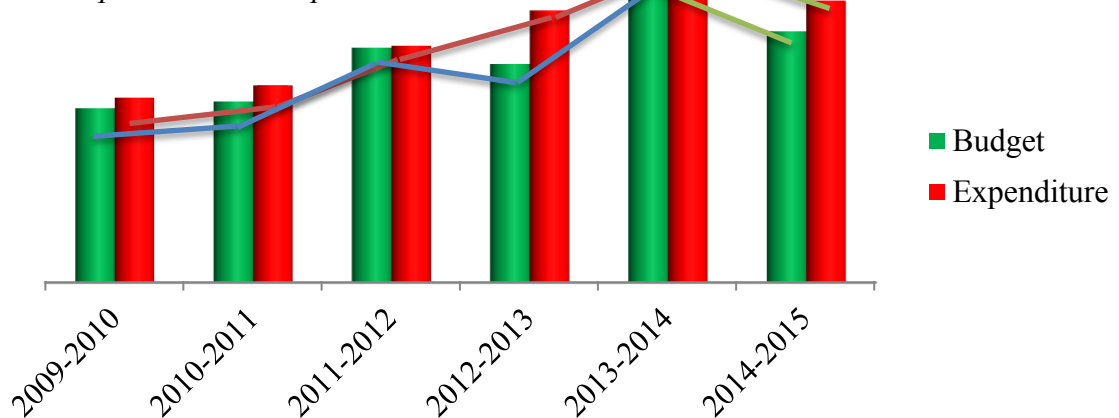
Financial year	Budget	Expenditure
2009-2010	R1, 448, 824, 300	R1, 534, 812, 430
2010-2011	R1, 506, 156, 180	R1, 636, 394, 596
2011-2012	R1, 952, 656, 611	R1, 967, 688, 953
2012-2013	R1, 816, 658, 981	R2, 259, 283, 936
2013-2014	R2, 476, 035, 814	R2, 649, 374, 856
2014-2015	R2, 084, 387, 577	R2, 339, 854, 586

*Sources.* SAPS Annual reports for 2009/2010, 2010/2011, 2011/2012, 2012/2013, 2013/2014, and 2014/2015.

*Note.* ‘R’ denotes the ‘South African Rand’ (currency).

Chart 3

*SAPS National fuel, oil, and lubricants budget and expenditure for the period April 2009 until April 2015*



The White Paper on Transforming Public Service Delivery, 1997, (*Bathos Pele* White Paper) (a government ministerial policy document), emphasises the need for simplified procedures, and the elimination of waste and inefficiency with the purpose of reducing public expenditure and creating a more cost-effective public service. This tenet is undoubtedly founded on the public service constitutional imperatives of transparency and accountability (Constitution of the Republic of South Africa, 1996). The objective is that efficiency savings be ploughed back into improved services (1997:19). Mr Nqacula, The Minister of Safety and Security (at the time (2010), stated that: *“In the type of work the South African Police Service do, there is an unending imperative requiring a constant review of how what has to be done is done. The imperative calls for a constant self-searching to ensure we keep abreast of developments and requirements. Every time we do this we will have to be aware constantly of the constitutional imperatives along our work ... Failing to do this may well defeat even the most ambitious plans we may have in discharging our responsibilities. As we plan we also need to tailor our suit according to our cloth, i.e. achieve the goals we set ourselves within the limiting parameters of budgets. This above all means we need to be conscious at all times that our ambitions are subject to financial realities”*.

## **2.7 CONCLUSION**

The National Commissioner of the SAPS lay out the strategies for SAPS members to be efficient, economic and effective in the use of resources in their working methods. Legislation, policies, strategies and structures gives direction to the Minister of Police, National Commissioner, station commanders and their members to perform efficiently, economically and effectively in their daily duties and to satisfy the police and policing needs of the community, thus providing a safe and secure environment for all.





property both on personal and station account and for the buildings at the station for the prevention of crime in the station area and, in close co-operation with members of the investigation units, for the investigation thereof. She/he shall also ensure that Standing Orders and other instructions are obeyed and strictly complied with by all members under her/his command.

3(g) A Station Commander shall ensure that station and room inventories are properly kept and that Government property and vehicles are used only in accordance with departmental instructions and that they are at all times properly cared for.

### **3.3 INTERIM POLICY AND PROCEDURES FOR THE ADMINISTRATION OF FUEL AND OIL IN THE SAPS**

The interim policy and procedures for the administration of fuel was approved by the Deputy National Commissioner L.J. Eloff (at the time, now retired), on the 8<sup>th</sup> of August 2002 (South African Police Service, 2002). The intention of the instruction was to introduce the fuel card for use by the SAPS with the goal of improved efficiency in the way that fuel was administered, and to decrease the administration burden for the use of fuel.

The contractor, currently Standard Bank, is responsible for administering all transactions, including the purchasing of fuel or oil for a vehicle by means of a fuel card.

Instead of the old internal pump system, fuel can be purchased at internal and external fuel pumps using the fuel card system. The contractor supplies a monthly statement for each vehicle. The statements enable commanders to determine where and how much fuel was supplied to each vehicle, as well as the vehicle's fuel consumption. The information appearing on the statements enables commanders to pinpoint deviations from predetermined standards and to take corrective action. The fuel card is to be used exclusively for the purchasing fuel and

oil. Should the fuel card be used to perform any unauthorised transactions, for example paying toll fees or buying new tyres, the expense in question must be recovered from the SAPS member who carried out the transaction.

### **3.4 FORMS AND REGISTERS USED IN THE SAPS**

#### **Vehicle Register: SAPS 132 (b)**

A Vehicle Register (SAPS 132 (b)) must be kept for each vehicle or vessel. The purpose of the register is to keep an accurate record of and to control the use of the vehicles and vessels. Every intake of fuel and oil must be recorded on the reverse side of the SAPS 132(b) form. The register must be updated by the driver of a vehicle or vessel in the service center or control office. The register is subject to auditing, and completed registers must be kept at the station for this purpose.

When fuel or oil is purchased for a vehicle, the date, source and number of liters taken in must be recorded on the SAPS 132 (b) form under the heading, “A: *stock received*”. After a vehicle has been given fuel and oil, the vehicle’s driver will be in possession of either a speed point slip or a sales voucher. Speed point slips are used during electronic transactions, and sales vouchers are used when electronic processing cannot take place. The slips must be in the carded holder. If the vehicle does not have a fuel card, the slips must be kept in the Vehicle Register (SAPS 132(b)). The slips serve as proof of the transactions, and must be used as source documents to certify fuel and oil transactions at the end of every month.

At the end of the each month, a red line must be drawn below the last entry. The total distance traveled during the particular month, expressed in kilometers or hours, must be

recorded in red ink in column “A : *distance traveled*”. Each month’s entries must be made on a new page. The entries of fuel and oil transactions that are recorded on the SAPS 132 (b) form must be compared with the speed point slips and sales vouchers on hand. It must be checked whether all transaction that had been performed in the course of the month were recorded on the SAPS 132(b) form. The completed log sheet must be handed to the logistical clerk who will certify the transactions on the computer at a later time.

### **3.5 STANDARD BANK PROCEDURES AND REPORTS**

The Transaction Report is the most important report and assists with both the Operational and Financial Control (Cost Control). Transport Officers and drivers must ensure that audit requirements are adhered to at all times and corrective action must be taken where these policies are contravened. This report is printed monthly, per vehicle, listing the transactions for the month together with the information required for vehicle and driver control. A copy of this report must be distributed to where the vehicle operates, as the responsible person will have access to the driver documentation and supporting documentation such as the log sheets and trip authorities.

Fuel consumption: This is calculated after each fill-up, using the liters divided by the span x 100 which gives liters per hundred kilometers, e.g. 40,8 liters divided by 187 span x 100 is equal to 21,8 liters/100km.

Odometer reading: This is captured on the electronic machine (speed point) at the merchant. The odometer reading is extremely important and must be correct.

Liters: The number of liters put into the tank at the time of the fill up.

Derived span: If the odometer readings are incorrect, the Standard Bank system can calculate a span, using the total liters divided by the Consumption Median x by 100, e.g. 316,0 liters divided by 12,2 medium x 100 = 2 590.

Consumption Median: A median average is an average, which discards any abnormal high or low consumption readings. When a vehicle first comes onto the Standard Bank card system, the system stores the first 9 consumption readings. It arranges them in ascending or descending order, and deletes the top 4 and the bottom 4 consumption readings e.g. 19,6; 19,4; 18,3; 17,5; 15,4; 12,8; 8,3; 7,6; 2,2; The fifth reading is your consumption reading. The system then uses the last 4 readings with the next 5 continually calculate the consumption median per vehicle.

Consumption Average: This is calculated as a normal average calculation by adding all the consumption readings and dividing by the number, e.g. 21,8; 16,4; 10,2; 20,4; 12,2; and 7,8 = 88,8 divided by 6 = 14,8.

System Consumption Median: This is calculated in exactly the same way as the consumption median which is for a particular vehicle; however, this time all the vehicles of the same make and model are grouped together, e.g. all the 1997 Volkswagen Citi Golf 1.6 manual vehicles are grouped. Once these mediums have been established, each and every consumption reading is compared against the consumption median and those that are either 20% above or 20% under the median, will be highlighted by a Variance Key 10. The consumption of the vehicle can also be compared with all the other same makes and models, giving two checks on any vehicle's performance.

Calculations: Span is the distance traveled from one fill-up to the next. To calculate a span, you simply subtract the odometer reading at the previous fill-up from the last reading.

Consumption refers to the number of liters used to travel a distance of 100 kilometers (liters per 100km). For example, if you use 46,2 liters to travel a span of 544 kilometers, how many liters would you use to travel only one kilometer? This is calculated as follows: liters divided by kilometers traveled x 100, e.g. 46,2 divided by 544 x 100 = 8,4 l/100km.

Consumption Median: Nine consecutive consumption readings (could be spread over a number of months) are put into ascending or descending order. The middle reading is taken as the consumption median. e.g. 9,3; 8,7; 8,4; 8,2; 8,1; 8,0; 7,8; 7,6; 3,1

Consumption average: This is the average of the transaction of a month's statements only. Add up the consumptions and divide by the amount of transactions, e.g. 8,4+8, 1+8, 0+3,1 = 27,6 divided by 4 = 6,9 .

### **3.6 STEPS THAT CAN BE FOLLOWED BY THE SAPS**

One of the days South Africans will have to pay “eco-tax” on all new cars. This cost will be added when you buy a new car, based on the official CO2 emissions of each vehicle. This new tax will be based on CO2 emissions per kilometer (Car September 2009). Maybe the real “eco-tax” should be on fuel. Currently a form of tax on fuel is already in place which amounts to 36 cents on every liter.

The price of fuel is also having an effect on the budget of the SAPS and therefore every member's positive contribution towards fuel management will assist in cutting costs. Therefore the way we drive, the car we buy, the loads we transport and the equipment we install in our vehicles to monitor fuel are important. Even monitoring the energy crisis of the world has become vital.

In the August edition of the South Africa's leading motoring magazine, CAR (2008:90), some useful fuel management ‘tips’ were provided:

- Reduce the quantity on fuel used per vehicle. The recent dramatic rise in fuel prices, caused by the sudden increase in the price of crude oil, has caught both the motoring public and the industry by surprise. For years, many manufacturers and energy companies have been working on various ways to reduce the cost of motoring, ranging from hybrids, fuel cells and electric cars, to alternative fuels. Hybrids are slowly becoming available, but none of the other alternatives is production ready. Most alternative fuels are also still in the development stage, as they have become questionable due to an impending worldwide food crisis.
- There is no short-term solution. The best one can do is to consider ways to reducing the amount of fuel being used. It goes without saying that your car should be in a good state of tune, the tyres should be at the recommended pressure, and the brakes should not bind. A lot can be achieved by driving in a manner that uses less fuel, but many people will consider downsizing to a smaller car.
- Economical driving. This is the most sensible alternative. Major fuel savings can often be achieved by changing your driving habits, as the following considerations show:
  1. Drive off immediately after starting the car in the morning. Do not let it idle for any length of time, especially when the engine is below normal operating temperature. This will reduce the amount of time the engine has to inhale the over-rich fuel mixture required for starting and idling. Such a mixture is wasteful, and contaminates the oil. Allow the engine operate best at a temperature of over 85 degrees Celsius, the level where all the clearances between the parts are as designed. In fact, very little engine wear occurs at normal operating temperature, and on long journeys most engine wear occurs in the first ten minutes.

2. Drive at a reasonable pace in town. This saves a lot of fuel compared with speeding-up whenever you get a chance. Stay with the traffic, because if you slow down too much in the mistaken belief that you are using less fuel, you will not only be an obstruction, but you may also have to change down to a lower gear. A lower gear usually, but not always, means your vehicle will use more fuel.
3. One of the major differences between a good driver and a bad one is that the former exhibits a far greater degree of anticipation. Passengers become subconsciously aware of this because a bad driver brakes more often. An engine supplies energy to the drive wheels, and every time a car slows down, whether by braking or coasting, some of this energy is transformed into heat, resulting in fuel being wasted. To get up to cruising speed again requires more energy from the engine than the car would have needed to remain at the former cruising speed.
4. Whenever a car maintains a constant speed on a level road, the fact that no acceleration takes place indicates that the engine is supplying just enough power to balance the sum of all the frictional forces trying to slow the car down. A higher cruising speed requires more power, because the frictional forces are greater. The biggest frictional component results from the resistance, and this increases as the square of the speed, meaning that the resistance at 100 km/h is four times as high as it is at 50 km/h. At 120km/h it is  $(120/100)^2$  squared, or 1,44 times (44 per cent higher) than what it is at 100km/h. This explains why vehicles show a marked increase in fuel consumption when cruising at 120km/h compared with 100km/h. The moral: lower your cruising speed on a freeway.
5. The load the car carries affects the fuel consumption in different ways, depending on how it is carried. If the extra mass is inside the vehicle, this increases the total mass, so the engine has to work harder to accelerate up to

any speed. This implies that driving in a hilly country will show an increase in fuel consumption. However, an inside load does not affect the air resistance, so the fuel consumption will not change significantly when cruising on a level road at a constant speed. However, an extra load carried on the roof or in a trailer will affect the fuel consumption in the same way as a load carried inside, but in addition will also increase the air resistance dramatically, so that it is far better to carry a load inside a vehicle than outside. CAR also compared the fuel consumption achieved by a Mitsubishi Triton 3,2 Di-D double-cab 4x4 over a 129,8 km route, whilst obeying all the speed limits. It was first tested on its own, and later with an Echo Roadster off-road trailer carrying 300 kg of cement bags. On its own, the Mitsubishi used fuel at the rate of 8,37 liters/100km, but the addition of the trailer and load increased the average consumption to 10,27 liters/100 km.

6. One can also save a few per cent of the precious liquid by driving with the air-conditioning switched off, or by driving with all the windows closed, but we cannot see anybody doing this regularly.

- Buying a more economical vehicle. It is important not to panic and change to a smaller car, or diesel, without a careful examination of your transport requirements. In fact, changing your vehicle is seldom a viable alternative, because you have to spend a lot of money in the hope of eventually saving on fuel costs. An overall review of your expenses will often show that your fuel costs have decreased, but that your monthly outlay has actually increased because you are paying a larger installment on a smaller vehicle. In most cases, it would be more economical to keep your present vehicle, make sure that it is in a good state of tune, and drive sensibly. The sidebar shows an easy way to get an estimate of the time it will take to recover the extra cost of changing to a smaller vehicle or a diesel. If you decide to downsize, your choice of replacement vehicle is very



important. You cannot just pick a vehicle with a smaller engine, and expect to use less fuel.

The purchase of diesel cars should be a carefully considered decision

Very small engines do not always use the least amount of fuel. At any speed up to 100 km/h, a 1,0 liter Daihatsu was more economical than a 1,6-liter Volkswagen Golf, but as soon as the cruising speed exceeded 100 km/h, the smaller engine came close to full-throttle running, and the fuel consumption increased dramatically. At about 122 km/h the two cars used the same amount of fuel, and at any speed above that the smaller Daihatsu used more fuel. The message is that a small engine is fine for town driving, but on the open road a bigger engine is better. One cannot go too big, however, and experience has shown that a 1,6-liter engine is the best compromise between purchase price, economy, power output and speed. Most cars in this class will carry five people and cruise happily at national speeds. A good choice is between BMWs 318, 323 and 328 which share the same body shell, so their respective drag coefficients will be similar. This implies that at any constant speed they'll need about the same amounts of fuel, apart from the higher frictional losses inside a bigger engine. Does this mean they will use the same amount of fuel in daily motoring? No. The bigger-engine models will be heavier and must require more fuel to accelerate, but at speeds over 160 km/h, the 323i and the 328i should use less fuel than the 318i. Toyota has been selling the Prius hybrid here for some time, but no other manufacturer is doing so. It is a lot of car for the money, and an interesting technical exercise, but it is only economical in town driving. At cruising speed the electrical power unit cannot come into play, so the car has to rely entirely on a 15-liter petrol unit. This has been specially tuned for economy, but cannot compete with diesel engine

efficiency so that it uses more fuel above about 100 km/h than an equivalent diesel.

- Fuel shaving devices. Such gadgets are usually a waste of money. They either do not work, or will cause long-term damage. Yes, we know there are many websites that promise amazing improvements in fuel economy, but their logic breaks down when you ask the selling agent one simple question: If your gadget or additive is so good, why do the major motor manufactures spend billions of dollars to get a one percent improvement in fuel economy, when all they need to do is to incorporate your device? The answer we often get is that some major company is busy evaluating their device. Our response is that the device will become credible when a major automotive manufacturer decides to use it.
- Calculating the fuel price. These details have been taken from the Department of Mineral Resources Webpage (<http://www.dmr.gov.za>). The latest Cape Town prices are R12,09 for petrol and R10,05 for diesel. We assume the increase has been confined to the basic fuel price. Based on the previous values, these show that 39 per cent (for petrol) and 28 per cent (for diesel) have been added in the form of direct and indirect taxes to the basic fuel price. The wholesale margins are 6,0 per cent for petrol and 5,0 per cent for diesel, which is certainly not excessive. The retail margins are 7,0 per cent for petrol and 6,0 and 8,0 per cent for diesel. Note that the retail diesel fuel price is not controlled.

Running a major operation on a profit margin of 5,0 or 6,0 per cent is certainly not excessive.

An easy way to make a quick comparison of the cost of running different vehicles is to calculate the present cost of covering 100 kilometers. This calculation does

not take into account depreciation or any other variables, such as the worsening in fuel consumption as time goes by. These variables, as well as the change in fuel price over the years, can only be guessed at, but the answers you get from calculations will at least give you some idea of what to expect. This calculation can assist the SAPS management in their planning for the procurement processes. For example, to compare petrol engine Volkswagen Golf 1,6 Comfort line with a Golf 1,9 TDI Comfort line, proceed as follows;

- The 1,6-liter petrol Golf consumes 9,89 liters to cover 100 km (on average). At R9,72 per liter, every 100 km will cost  $9,89 \times 9,72 = \text{R}96,13$ .
- The 1,9 TDI (diesel) Golf uses 6,64 l/100 km and at R11,29 per liter, every 100 km costs  $6,64 \times 11,29 = \text{R}74,97$ .
- This means that for every 100 km traveled, the diesel VW scores  $\text{R}96,13 - \text{R}74,97 = \text{R}21,16$  over the petrol version.

The 1,6-liter petrol model costs R203 500 and the 1,9 TDI costs R218 600. This means the TDI costs R15 100 more than the petrol version, so that in order to make up the difference you would have to save R21,16 a total of  $(15\ 100) / 21,16 = 714$  times. This amounts  $714 \times 100 = 71\ 300$  km, provided the fuel price remains unchanged. At an average mileage of 20 000 km per year, this amounts to about 3,6 years.

This is not a very high mileage, and shows that this particular diesel is worth considering. However, there are other models where the price difference between diesel and petrol units is greater, less, or even zero. In addition, on some models the consumption advantage of diesel engines is smaller. Also keep in mind that some petrol and diesel engines have the same service intervals, but in other cases

diesel engines need more frequent servicing. This cost difference has to be included in the final calculation.

The same type of calculation can also be used to compare different petrol-engine models. (These calculations use fuel index estimates, and Cape Town fuel prices on June 2008).

### **3.7 ENERGY CRISIS**

The world is facing a two-pronged energy crisis. Not only is there a movement away from fossil fuels because the suppliers of crude oil are dwindling, but there is also a serious attempt to reduce the carbon content of fuel because combustion increases the carbon dioxide in the atmosphere, accelerating the process of global warming (White Paper on Renewable Energy November 2003). The solution offered varies from well-considered alternatives to madcap schemes.

### **3.8 CURRENT FUELS**

Suitable fuels can be classified into fossil fuels, created from renewable sources of energy such as wind, biomass, waves and solar power. Alternative fossil fuels include natural gas, syn-fuels (liquid fuel created from natural gas), liquefied petroleum gas and hydrogen produced from natural gas. Regenerative fuels include methane, methanol and ethanol (if these fuels are created from biomass) and bio-diesel, which is a mixture of a fossil-based diesel fuel and a biomass derivative. Hydrogen produced from biomass, or generated by electrolysis (passing an electrical current through water), is classed as regenerative if the energy comes from renewable sources (White Paper on Renewable Energy November 2003).

What fuel will be used for future petrol/diesel engines?

### Future petrol engine fuels

1. Compressed natural gas (cng)
2. Liquefied petroleum gas (lpg)
3. Alcohol-based fuels. Ethanol is preferred over methanol because it is manufactured from sugar cane in Brazil and wheat in the USA, making renewable resources. Ethanol has about two-thirds the energy and heat value of petrol and, as a result, it requires a richer mixture, leading to heavier fuel consumption. Methanol is manufactured from natural hydrocarbons such as coal, natural gas and heavy oil, but can be produced from wood residues.
4. Hydrogen.

### Future diesel engine fuels

Fatty-acid methyl ester (fame) is commonly known as bio-diesel, and the term applies to vegetable or vegetable or animal oils and greases that have been chemically modified with methanol.

### 3.9 FUEL CARDS

Fuel cards have become a multi-purpose tool, helping fleets monitor charges and repairs. Fleet executives say fuel cards have evolved into a data-gathering tool that allows them to alert drivers to the best fuel prices, track and plan vehicle maintenance and repair, and monitor driver spending by comparing fuel expenses with operating data. “Fuel cards prevent drivers from charging unauthorized expenses and allow carriers to monitor their business expenses in a more efficient manner” said Bills Wessels, marketing director at Collective Data Inc., at North Liberty, Iowa. His is a firm that develops fleet management software. Daily spending reports delivered electronically and broken down into categories also help carriers make adjustments more quickly and exert control over more areas, said the nation’s largest fuel card user. Fuel cards reports “break down all components of the purchase....not just how much was purchased and what price,” Whitten said. They also separate fuel purchases from purchases of products and services and break down purchases by location. Although there are other ways for carriers to track expenses, including bank-issued credit cards, most fleets use fuel cards because “credit cards have limitations when it comes to collecting point-of-sale data that are needed to manage a fleet, said Bryn Foe, executive vice president at card issuer T-Check Systems (Foe, 2006). Most fuel card providers give fleet customers access to the provider’s fuel price database and Web site so dispatchers can tell drivers where they can buy fuel at the lowest price, said Dave Rewers (2006), vice president of sales at card issuer Fleet One, Nashville, Team.

Gustav Thiel (SA Corruption Issue, January 2004) reports that “... *the misuse of petrol cards costs the government and many businesses millions of Rands annually. Of the 1,8 million petrol cards in circulation, the 600 000 fleet cards are the most prone to fraud. The government’s transport fleet has been especially hard-hit by fuel card fraud. Fleet fuel cards are used for all sorts of purchases, including lounge suites, and in some cases people even generate a second income by using the cards*”. The introduction of eFuel proximity device on government vehicles by the Department of Transport has saved the government R60 million (SA Corruption

Issue, January 2004). Most companies, however, lack adequate fuel management procedures and very little scrutiny of spending on fuel exists. While fuel accounts for about 40 percent of a fleet's operational costs, only 3 percent of fleet operators have automated and secure fuel systems that are protected against unauthorized spending (SA Corruption Issue, January 2004).

### **3.10 CONCLUSION**

It is expected of all SAPS station commanders and drivers of SAPS vehicles to contribute to the administrative process of fuel and oil management. Therefore it is of utmost importance that policy and procedures are understood and complied with at all times. The next chapter of this thesis describes the research methodology followed in addressing the study research questions and hypotheses.

**4.1 INTRODUCTION**

The previous three chapters of this thesis provided a theoretical and philosophical background to understanding the rationale and research problem of the study at hand. In this chapter the researcher will be discussing how he went about addressing the research questions and hypotheses.

**4.2 RESEARCH APPROACH AND DESIGN**

The *overarching research aim of the study* was to contribute to the NPM theory by exploring, describing and analysing the effective and efficient management (perceptions, attitudes and behaviours) of SAPS vehicle fuel and oil by a representative sample of all station commanders in the SAPS. More specifically, to answer the following four (4) research questions and confirm or refute two (2) hypotheses:

Research questions:

- What are the general vehicle fuel and oil management knowledge of a representative sample of all station commanders in the SAPS?
- What are the specific SAPS vehicle fuel and oil management policy knowledge of a representative sample of all station commanders in the SAPS?



- What are the thoughts of SAPS station commanders concerning the behaviour of SAPS officials under their control with regards to effective and efficient SAPS vehicle fuel and oil usage?
- What attitudes do SAPS officials have towards effective and efficient SAPS vehicle fuel and oil usage according to a representative sample of all station commanders in the SAPS?

### Hypotheses

- A representative sample of all SAPS station commanders do not have adequate SAPS vehicle fuel and oil management policy knowledge as to manage fuel usage in the SAPS effectively and efficiently.
- A representative sample of all SAPS station commanders perceive that police officials manage their private vehicles different compared to their state vehicles.

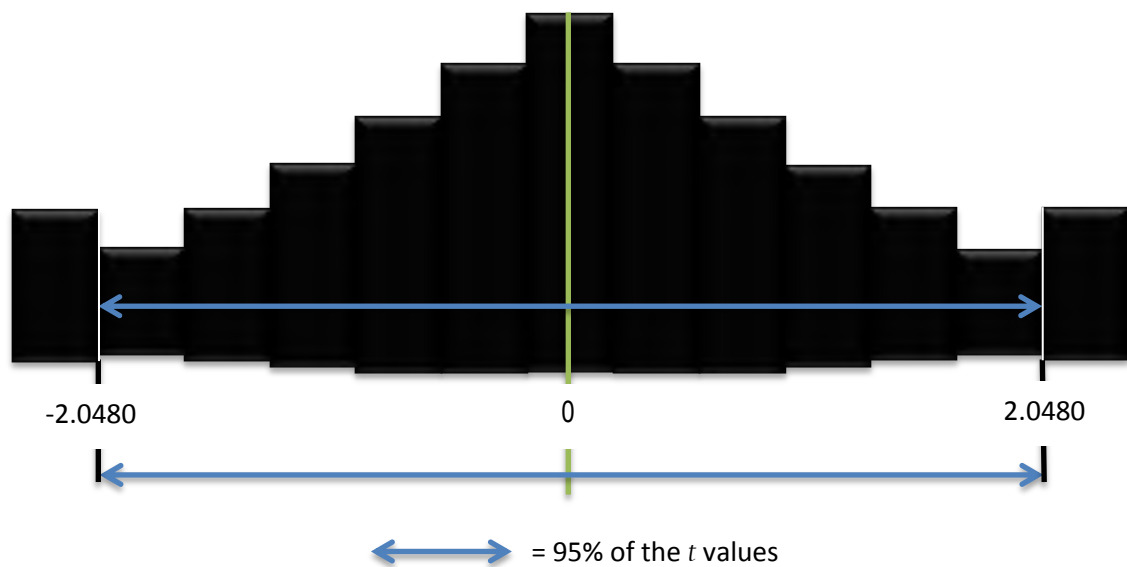
*These questions and hypotheses required more than one approach (quantitative and qualitative), in other words, triangulation. Quantitatively (Positivistic Paradigm), a quasi-experimental once-off two (2) measurement (perception survey and knowledge test) design was used, whilst qualitatively (Descriptive-Interpretive Paradigm [Hermeneutics]), a comprehensive literature review was conducted in terms of all relevant legislation, policy, strategy, structure, and operational procedures relating to effective and efficient fuel usage in the SAPS. The same was done for media reports, research articles, and books.*

## 4.3 SAMPLING

*The research questions and hypotheses required that the study could be generalised to all SAPS station commanders in the Republic of South Africa (RSA). Thus, the sample had to be large enough to reduce the difference between the sample mean and the population parameter*

(addressing the standard error of the mean [SEM]). Sensitivity had to be exercised regarding systematic biases while selecting the sample mean. In addition, because the overall purpose of the study required analysis of the sub-group effects among the overall sample, a stratified sampling design had to be employed in order to adequately measure sub-group differences. The stratified sampling design required a much larger overall sample than would have been necessary in terms of answering the research questions for the SAPS station commanders' population as a whole. Another aspect that had to be considered was non-compliance (the possibility that some SAPS station commanders might not want to participate in the study and as a consequence would not sign the voluntary permission form to participate in the study). In an attempt to address the above-mentioned possible difficulties, the sample mean was selected to approximate the population mean in order to increase the statistical power of the study.

Statisticians have determined that if a research study has populations with equal means and the researcher draws samples of size 15 repeatedly and compute a  $t$  statistic each time, then 95% of the time  $t$  values in the range  $-2.048$  to  $2.048$  will be obtained. This sampling distribution is extremely important for it gives the researcher a frame of reference for judging what a large value of  $t$  is. The  $t$ -statistic informs the researcher of whether the difference in sample means is large enough, given sampling error (the sample mean is only an estimate of the population mean and as a consequence it will generally be in error), to suggest that the underlying population means are different. Thus, if the  $t$  value is  $2.56$ , it would be very plausible to reject the null hypothesis, therefore accepting that there are no statistically significant changes between groups or sub-groups. However, there is always a chance that an error may have occurred, because it is possible (although very improbable) to obtain a large  $t$  value, even when the population means are equal. This is called a type I error. The researcher must decide how much of a risk he or she is willing to take in possibly making a type I error. Of course, one would want that risk to be small, and many have decided that a 5% risk is small enough (Stevens, 2002:3).



Subsequently, the size of the current study sample was determined by the criteria that the sample mean should be within a 5% variance of the population mean with a 99% confidence level.

At the time of conducting the study (2015), the SAPS had one thousand one hundred and thirty five (1135) stations within the nine (9) provinces of the Republic of South Africa (RSA), each with a station commander, within relative terms, according the SAPS 2014/2015 Annual Report.

## Map of the Republic of South Africa



Three hundred and fifty nine (359) SAPS station commanders voluntarily participated in the study, **representing 32% of the population**, as per Table 4. For the sake of confidentiality the identification of the specific participants and their stations are not noted but the original completed measuring instruments are available.

Table 4

*Study sample comparative to population parameter*

Population of SAPS station commanders (at the time of conducting the study [2015])	Number of SAPS station commanders that voluntary participated in the study (study sample)
<b>DATA COLLECTION METHOD</b>	
1135	359

*Note.* The study sample represents 31.62% of all SAPS station commanders, at the time of conducting the study.

#### 4.4 DATA COLLECTION METHOD

Through an extensive literature review it was established that there were no credible measuring instruments available at the time of the study for measuring the effective and efficient fuel and oil management perceptions and knowledge of SAPS station commanders. As a consequence, these instruments had to be developed. The research problem required measuring instruments that would translate the research hypotheses into numerical variables that would represent data that could be collected in a standardised way and that could then be analysed via statistical procedures. In terms of measuring perceptions and policy knowledge (memory), the most appropriate method of eliciting such data from a large sample of participants in a real-life work setting over which the researcher would have no control would be through the direct method (Breakwell, Hammond & Fife-Schaw, 2000:47). Direct methods include any stimulus to self-report (e.g. interviewing and self-completion questionnaires). Due to practical, logistical and time constraints it was decided to make use of a self-completion questionnaire to obtain the required data so as to be able to address the research problem and objectives.

A focus group consisting of the researcher, the study supervisor, a measuring instrument development expert, a statistician, a language editor, senior SAPS managers, and police academics was established with the purpose of developing the perception questionnaire and knowledge test in terms of foundational face validity, content validity and construct validity. The efforts of the focus group led to the development of a 19-item perception questionnaire, focusing on the perceptions SAPS station commanders regarding the effective and efficient fuel and oil management within their police stations (Annexure ‘D’), as well as a 20-item knowledge test on the SAPS National Instruction 4 of 2011: State vehicles, that relates to effective and efficient fuel and oil management, Standard Bank fuel card procedures, and other SAPS policies that relate to effective and efficient management of fuel and oil within the SAPS, (Annexure ‘E’).

All the items of the 19-item perception questionnaire were structured and closed-ended with a five-point Likert-scale option ranging from strongly disagree to strongly agree, and a final option of no opinion.

<i>Strongly disagree</i>	<i>Disagree</i>	<i>Agree</i>	<i>Strongly agree</i>	<i>I do not have an opinion</i>
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The item scales were of an ordinal level of measurement and each scale was assigned a numerical value to identify differences of choice (including quality) among the research participants. However, the scores were measured on an interval scale, meaning that the categories (scales) were mutually exclusive, mutually exhaustive, rank-ordered, and the distance between the categories (scales) could be measured (Moore, 1995).

<i>Positive item scoring values</i>									
<i>Strongly disagree</i>	<i>1</i>	<i>Disagree</i>	<i>2</i>	<i>Agree</i>	<i>3</i>	<i>Strongly agree</i>	<i>4</i>	<i>I do not have an opinion</i>	<i>0</i>

<i>Negative item scoring values</i>									
<i>Strongly disagree</i>	<i>4</i>	<i>Disagree</i>	<i>3</i>	<i>Agree</i>	<i>2</i>	<i>Strongly agree</i>	<i>1</i>	<i>I do not have an opinion</i>	<i>0</i>

The 19-item perception questionnaire was divided into four (4) sections:

- Section A: Purpose of the study
- Section B: Instructions and guidelines on how to complete the questionnaire
- Section C: Participant's biographical information
- Section D: Items measuring the perceptions of SAPS station commanders regarding effective and efficient fuel and oil management

Table 5

*'Section D' Items of the perception questionnaire*

1. Most police officials deliberately fill up their state vehicles before a fuel price increase takes effect, so as to save cost on fuel consumption
2. A lot more money would be saved compared to what is currently the case, if police officials filled state vehicles with fuel before a fuel price increase took effect
3. Police officials believe that it is more important to know how many times they fill the tank of their private vehicles every month compared to the state vehicles that they use
4. Police officials believe that it is more important to keep record of how much money

- they spend on fuel for their private vehicles compared to the state vehicles they use
5. Most police officials know the fuel consumption per 100km of the state vehicles they drive
  6. Most police officials believe that it is important when planning their route to know how far their state vehicles can travel on a full tank of fuel
  7. Most police officials believe that it is important to know the capacity of a state vehicle's fuel tank
  8. Most police officials believe that it is important to manage a state vehicle's fuel consumption
  9. Most police officials believe that it is important to know the price of fuel per liter at all times so as to save money, but do not consider this when it comes to driving state vehicles
  10. Police officials always service state vehicles as required by the vehicle's maintenance booklet
  11. If a vehicle is serviced regularly and on time as prescribed in its maintenance booklet, the vehicle will be more fuel-efficient compared to when it is not serviced regularly and on time
  12. It is important to inspect a vehicle on a regular basis so as to prevent potential fuel inefficiency
  13. The condition of a vehicle's tyres does not have an impact on the fuel efficiency of a vehicle
  14. Tyre pressure does have an impact on the fuel efficiency of a vehicle
  15. Most police officials fill up their state vehicles every time they stop at a fuel supplier
  16. Most police officials take care not to park state vehicles in the sun as this could contribute to loss of fuel in the fuel tank
  17. Most police officials believe that it is not important to know by how much the fuel price has increased



18. Most police officials believe that it is not important to know by how much the fuel price has decreased
  19. Most police officials treat state vehicles the same way they treat their privately owned vehicles
- 

Of the nineteen (19) items on the perception questionnaire, all the items, except for items 3, 4, 19, 13, 15, and 17 which were reverse coded, were stated in the same direction with strongly agree and agree indicating positive opinions concerning fuel and oil management by all station commanders in the SAPS. To further strengthen the face validity, content validity and construct validity of both the perception questionnaire and the knowledge test, a pilot study was conducted amongst the SAPS Top Management at National Head Office who have the responsibility and accountability of effectively and efficiently managing fuel and oil nationally. Seven (7) participants from this group, as well as the station commanders from police stations in the Wynberg Cluster namely Wynberg, Steenberg, Diepriver and Grassy Park police stations in the Western Cape Province, participated in the pilot study.

*All the items of the 20-item knowledge test were designed with reference to the contents of the SAPS National Instruction 4 of 2011: State vehicles, which relates to effective and efficient fuel and oil management, Standard Bank fuel card procedures, and other SAPS policies that guide effective and efficient management of fuel and oil in SAPS. At the time of conducting the study, the knowledge test was administered to the SAPS National Head: Vehicle Fleet, as well as the management personnel of this unit to evaluate the said knowledge test in terms of validity. The SAPS National Head Vehicle Fleet Management, and his personnel, had to decide whether the knowledge test adequately measured the content of the said SAPS National Instruction 4 of 2011. The SAPS member responsible for Policy and Control positive response in terms of the validity of the knowledge test is attached as (Annexure 'C').*

*All the items of the knowledge test were structured and closed-ended with four (4) to six (6) Likert-scale options, but each item had a correct as oppose to an incorrect answer.*

The 20-item knowledge test was divided into four (4) sections:

- Section A: Purpose of the study/test
- Section B: Instructions and guidelines on how to complete the test
- Section C: Participant's biographical information
- Section D: Items measuring knowledge in terms of South African Police Service (SAPS) Nation Instruction 4 of 2011: State vehicles

Table 6

*'Section D' Items of the knowledge questionnaire*

- 
- 1 All authorised drivers of state motor vehicles must be conversant with:
    - A Standing Force Order 3A of 1987 (National Instructions)
    - B Standing Force Order (General) 3A of 1986 (National Instruction)
    - C Standing Force Order (General) 3A of 1985 (National Instruction)
    - D None of the above
  
  - 2 For a member of the South African Police Service (SAPS) to get authorisation for driving a state motor vehicle he/she needs the following official document:
    - A Valid driver's license
    - B Valid learner's license
    - C Valid driver's license and approval granted by the accounting officers as an

authorised driver

- D A and B
- E None of the above

3 The purpose of the official document kept in all the state vehicles is:

- A To exercise control and to reflect a true record of the use of a South African Police Service (SAPS) vehicle
- B To exercise control and reflect a true record used for inspection purposes
- C To keep for audit purposes
- D A, B and C
- E None of the above

4 The official document that needs to be kept in the state vehicle at all times is:

- A The SAP 132(a) and (b)
- B The SAP 132(a)
- C SAP 132(b)
- D None of the above

5 Each time the fuel tank of the state vehicle is filled, the transaction must be recorded:

- A At the back of the SAP 132(a)
- B At the back of the SAP 132(b)
- C At the back of the SAP 132(a) and (b)
- D None of the above

- 6 Whenever a driver receives and signs for a state vehicle it is important to:
- A Check that the police vehicle is roadworthy
  - B Check the tyres and the fuel level of the police vehicle
  - C Check that the official document is completed correctly by the previous driver of the police vehicle
  - D A, B and C
  - E None of the above
- 7 On receiving a fuel slip from a fuel attendant, the South African Police Service (SAPS) member must act as follows:
- A Sign the slip and leave it with the attendant to collect at the end of the month
  - B It is not necessary to keep records of petrol transactions on the reverse side of the official document if the fuel slip/receipt is available
  - C It is necessary to keep the original of the slip so that you can reflect it at the end of the month
  - D None of the above
- 8 When signing the official document, for the keys of a state vehicle, the respective member:
- A Is not responsible for the vehicle's petrol card
  - B Is responsible for the vehicle's petrol card
  - C The petrol card is kept at the Community Safety Centre and is the commander's responsibility
  - D All of the above

- E        None of the above
- 9        It is the responsibility of each driver when receiving the fuel slip from the attendant to verify that:
- A        The kilometre reading, registration number and litre intake are correct before placing his/her signature on the petrol slip/receipt (Fuel Card Manual)
- B        The litre intake and kilometre reading are correct before placing his/her signature on the petrol slip/receipt
- C        The registration number and kilometre reading are correct before placing his/her signature on the petrol slip/receipt
- D        All of the above
- E        None of the above
- 10       When signing a fuel slip/receipt, the member must include:
- A        Their identity number and surname
- B        Their persal and identity number
- C        Their persal number and surname
- D        None of the above
- E        A and B
- 11       A police official is entitled to travel with a state vehicle between his/her residence and place of work:
- A        Only if authority is granted by the Station Commander
- B        No authority needed, because the state vehicle is the direct responsibility of the

- driver
- C None of the above
  - D A and B
  - E A police official is responsible for his/her own (private) transport between residence and place of work
- 12 A member of the South African Police Service (SAPS) may transport his/her immediate family to their places of employment, diverting from their official route:
- A Only if authority is granted by the Station Commander or direct commander
  - B Authority is granted by their direct commander
  - C No authority is needed if not diverting from their official route
  - D No member is permitted to convey any immediate family in a police vehicle to his/her place of employment
  - E A and B
  - F None of the above
- 13 In a normal situation all South African Police Service (SAPS) drivers are permitted to exceed speed limits, disobey road signs and ignore the rules and regulations of the Road Traffic Act, because:
- A They are authorised by their Departmental Orders
  - B They do not fall under the Laws of the Road Traffic Act
  - C They do fall under the Laws of the Road Traffic Act and cannot disobey as in the above statement
  - D None of the above

- 14 The duties of weekly inspections on state vehicles and making inspection entries on the reverse side of the official document belong to:
- A The immediate commander (direct line manager)
  - B The Station Commander
  - C The driver of the vehicle
  - D A, B and C
  - E None of the above
- 15 In the column at the back of the official document for the fuel and engine oil, the following must be recorded:
- A The date and quantity of fuel received
  - B The quantity of fuel received
  - C The date, origin of receipt and quantity of fuel
  - D All of the above
  - E None of the above
- 16 The fuel card was introduced into the South African Police Service (SAPS) to:
- A Minimise corruption
  - B To raise efficiency of administration
  - C Raise efficiency of administration and to decrease the burden of fuel administration
  - D None of the above
  - E B and C
- 17 WestBank, the contractor, will supply a monthly statement for each state vehicle. This

can be used by the commanders as follows:

- A To determine where the member has travelled with the vehicle
  - B The statement will show how much fuel was supplied to the vehicle
  - C It will show how much fuel was supplied and what the fuel consumption was
  - D All of the above
  - E None of the above
- 18 After a state vehicle has been given fuel and oil by the supplier, the driver will be in possession of a speed point slip or a sales voucher. These slips serves as:
- A Proof of transaction
  - B Proof of transaction and must be used as source document
  - C Proof of transaction, must be used as source document to certify fuel and oil consumption at the end of the month
  - D A and B
  - E None of the above
  - F All of the above
- 19 The entries of all fuel and oil transactions that are recorded at the back of the official document by the South African Police Service (SAPS) member every time he/she put fuel in a state vehicle must be:
- A Compared with the speed point slips
  - B Handed in at Logistics
  - C Compared with the speed point slips and sales vouchers on hand
  - D A and B



- E None of the above
- F All of the above

20 All transactions regarding fuel must be:

- A Certified as correct daily
  - B Certified as correct or incorrect weekly
  - C Certified as correct or incorrect monthly
  - D None of the above
- 

#### **4.5 PROCEDURE**

The distinctness of the study made the preparation phase of the thesis of paramount importance. Once the research proposal and ethical clearance application were endorsed (Annexure 'A') by the University of KwaZulu-Natal Humanities and Social Sciences Research Ethics Committee (HSSREC), application was made, for gate-keeper approval, to the Strategic Management Component of the SAPS, Head Office. Thankfully, the research plan was also approved by the SAPS Strategic Management Component (Annexure 'B').

The assistance of the SAPS top management was indispensable in administering the 19-item fuel and oil management perception questionnaire, and the 20-item SAPS fuel and oil management policy knowledge test. Station commanders meet regularly for provincial meetings. It is during these prearranged meetings (one per each of the nine [9] provinces), that the deputy provincial commissioner (for each province) and researcher, informed the station commanders of the current study and asked those that were willing to autonomously and confidentially partake in the study to please complete the perception survey and closed book knowledge test. When the time limited of thirty (30) minutes was reached the completed

measures were collected by the researcher. All the participants were thanked for their contributions and informed that a copy of the final research report would be made available to each, on request. After completion of the data analysis the original completed measures were stowed in a safe storage facility on the Howard College Campus of the University of KwaZulu-Natal, and will be kept there for the next six (6) years.

#### **4.6 PROBLEMS ENCOUNTERED**

It is possible but not necessarily probable that some South African Police Service (SAPS) station commanders did not perceive participation as voluntary, as the researcher at the time of conducting the study, was a Major General in the SAPS. However, it could be argued that the mere participation rate (359 out of 1135) negates the possibility of forced participation. It is also conceivable that some station commanders did not reveal their relatively 'true' perceptions and/or knowledge as responses to the perception survey and policy knowledge test.

#### **4.7 CONCLUSION**

By following the research methodology and procedures that were discussed in this chapter, it was possible to measure the perceptions and knowledge of SAPS station commanders concerning the effective and efficient management of fuel and oil in the SAPS. The next chapter provides an analysis of the data as obtained from the perception questionnaire and the knowledge test.

**5.1 INTRODUCTION**

Every step in the research process not only follows a systematic sequence but also overlaps and is interrelated. The research process followed in this study was no different. In the previous chapter the research paradigm, approach and design were discussed. The current chapter presents the data analysis procedures that were followed. An interpretation of the results is provided in chapter 6.

**5.2 DATA ANALYSIS TECHNIQUES USED**

According to Breakwell, Hammond, and Fife-Schaw (2000), Bryman (2012), de Vos (2004), Maxfield and Babbie (2012), Neuman (2011), Pratt (2012), and Stevens (2002), the selection of appropriate statistical tests in analysing numerical data is firstly dependent on the objectives of the study. More specifically, it must be determined whether the study attempts to establish relationships (associations and correlations), differences (between groups), or both. According to Cohen (1977) and Gill (2001), there are two categorical groupings of statistical tests that one can choose from when it comes to analysing numerical data, namely parametric tests and non-parametric tests. Parametric tests have certain assumptions about the distribution of scores in the population that non-parametric tests do not have (i.e. information about population parameters):

- The population scores must be normally distributed (have the classic ‘bellshaped’ curve), or the distribution (hypothetical) sample means must be normally distributed.
- The study must also have selected a random sample from this population of scores.

Non-parametric tests should not be seen as inferior to parametric tests because non-parametric tests are more appropriate for use with ordinal and categorical measures where the mean is not an appropriate measure of central tendency. To truly establish the normality of a distribution, one would need to be able to estimate its mean and variance and thus it is difficult to establish this assumption with ordinal and categorical data (Girden, 1992).

According to Stevens (2002), Breakwell et al. (2000) and de Vos (2004), other aspects that must be considered in selecting the most appropriate statistical tests in analysing numerical data are:

- The type of variables being measured.
- The alpha criterion (also known as the treatment or size effect).
- The level of measurement. In practice researchers use parametric statistics for interval and ratio scales, and non-parametric statistics for nominal and ordinal scales.

As a consequence, the current research project made use of non-parametric (frequency distribution and chi-square) statistical techniques on the univariate level to analyse the raw data obtained.

### **5.3 BIOGRAPHICAL INFORMATION OF PARTICIPANTS**

The biographical information of the study partakers, as reflected in Table 7 presents for some interesting reading. It is startling to note that twenty one (21) years since the establishment of the SAPS, the organisation is notwithstanding grappling with race and gender representation in station commander positions. Statistics South Africa's 2014 mid-year estimates (31 July) denoted that women embodied fifty one percent (51%) of the country's population, whilst black ethnicity exhibited just over eighty percent (80%). From a gender perspective, the number of female South African Police Service (SAPS) station commanders, at the time of conducting the study, was a whopping twenty nine percent (29%) lower than the South African population parameter, and the quantity of Black ethnical station commanders fell short by twenty eight percent (28%). In juxtapose, the other three (3) ethnic groups were all over represented (White Ethnic station commanders by 19%; Indian/Asian Ethnic station commanders by 05.50%; and Coloured Ethnic station commanders by 03.60%). On average, most SAPS station commanders indicated that they had twenty nine (29) years' police experience, including twenty three (23) years driving a motor vehicle. Which would imply that most SAPS station commanders, at the time of conducting the study, had obtained eight (8) years' police experience in the apartheid political era South African Police (SAP), or obtained police experience in any of the other ten (10) police agencies that were formally rationalised and amalgamated into the SAPS, on the 27<sup>th</sup> of January 1995.

With a mean age of forty eight (48), most of the study participants started their police careers at the tender age of nineteen (19), and unless apply for a higher post, stay in the same position for the next twelve (12) years (retirement age of 60) as either, a Captain or Lieutenant Colonel or Colonel. It is clear from the contents of Table 7 that career progression to station commander for women and black police officials in the SAPS is still hampered by a ‘glass ceiling’, and that SAPS interventions to address race and gender equity have had a slow impact, at best.

Table 7

*Biographical information of participants*

GENDER				
Male ♂		Female ♀		
N	%	N	%	
280	78%	79	22%	
RACE				
African		Asian	Coloured	White
52.20%%		08.10%	12.30%	27.40%
RANK				
Sergeant	Warrant Officer	Captain	Major	Lieutenant Colonel
08.50%	12.00%	23.70%	00.90%	22.80%

Colonel	Brigadier	General
22.60%	09.20%	00.30%

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*Note.* ‘N’ indicates ‘number’, and ‘%’ represents ‘percentage’.

#### **5.4 SOUTH AFRICAN POLICE SERVICE (SAPS) STATION COMMANDERS’ PERCEPTIONS AND POLICY KNOWLEDGE OF VEHICLE FUEL AND OIL MANAGEMENT IN THE SAPS**

##### **5.4.1 SOUTH AFRICAN POLICE SERVICE (SAPS) STATION COMMANDERS’ PERCEPTIONS OF VEHICLE FUEL AND OIL MANAGEMENT IN THE SAPS**

A factor analysis (VARIMAX technique, SPSS 17.0) conducted on the 19-item SAPS fuel and oil perception questionnaire identified two (2) factors that met the latent root criterion (also known as the eigenvalue-one criterion or the Kaiser criterion) of eigenvalue greater than 1.0 (as indicated in Table 8).

Table 8

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*Study measuring instrument Factor Loadings*

Factor 1	Factor 2
3.253	2.921

---

The rationale being that each observed variable contributes one unit of variance in the data set. Any factor that displays an eigenvalue greater than 1.0 accounts for a greater

amount of variance than was contributed by one variable. Williams, Hollan, and Stevens (1983) noted that the latent root criterion has shown to produce the correct number of factors when the number of variables included in the analysis is small (10 to 15) or moderate (20 to 30). The reliability coefficient (*Cronbach alpha*) of 0.72 for the 19-item SAPS fuel and oil management perception questionnaire is also within the 0.7 acceptable indicator level.

Several of the items on the SAPS fuel and oil perception questionnaire were also inversely stated to control for manipulation.

The data analysis is divided into two (2) categories. The first section discusses the micro analysis whilst the second reflects on the macro analysis.

## **MICRO ANALYSIS**

Table 9 indicates the frequency distribution of SAPS station commanders' responses to the 19-item SAPS fuel and oil perception questionnaire.

Table 9 distinguishes between knowledge items (2, 11, 12, 13, and 14), behavioural-management items (1, 5, 10, 15, 16, and 19), and perceptual items (3, 4, 6, 7, 8, 9, 17, and 18).

More specifically, on the *knowledge items*, which are all stated in a positive direction, bar for item 13, most of the SAPS station commanders either strongly agreed or agreed



to all of the items, to an average strength of 87.32%. In other words, no response differences of kind can be discerned for the categorical item direction variable.

Five (5) of the six (6) *behavioural-management items* of the SAPS fuel and oil perception questionnaire are positively stated, apart from item 15. Most of the partakers either disagreed or strongly disagreed with the behavioural-management statements however, differences of kind on the positive directional items can be noted for two (2) of the assertions. On item 1, most of the SAPS station commanders either agreed or strongly agreed (71.30%) that most police officials deliberately fill-up their state vehicles before a fuel price increase takes effect, so as to save cost on fuel consumption. On item 10, just over half (50.55%) of the SAPS station commanders either agreed or strongly agreed that most police officials always service state vehicles as required by the vehicle's maintenance booklet.

Table 9

*Frequency distribution summary of a representative sample of all SAPS station commanders' responses to a '19-item self-report SAPS vehicle fuel and oil perception questionnaire'*

	ITEM	P/N	SD	D	A	SA	N/O	D/N/C	RT
1	Most police officials deliberately fill-up their state vehicles before a fuel price increase takes effect, so as to save cost on fuel consumption.	P	13 03.62 <sub>1</sub>	88 24.51 <sub>2</sub>	188 52.36 <sub>3</sub>	68 18.94 <sub>4</sub>	2 00.55 <sub>0</sub>	0 00.00 <sub>0</sub>	359 100%
2	A lot more money would be saved compared to what is currently the case, if police officials filled state vehicles with fuel before a fuel price took effect.	P	7 01.94 <sub>1</sub>	7 01.94 <sub>2</sub>	112 31.19 <sub>3</sub>	233 64.90 <sub>4</sub>	0 00.00 <sub>0</sub>	0 00.00 <sub>0</sub>	359 100%
3	Police officials believe that it is more important to know how many times they fill the tank of their private vehicles every month compared to the state vehicles that they use.	N	11 03.06 <sub>4</sub>	68 18.94 <sub>3</sub>	164 45.68 <sub>2</sub>	105 29.24 <sub>1</sub>	11 03.06 <sub>0</sub>	0 00.00 <sub>0</sub>	359 100%

4	Police officials believe that it is more important to keep record of how much money they spend on fuel for their private vehicles compared to the state vehicles they use.	N	9	62	167	119	2	0	359
			02.50 <sub>4</sub>	17.27 <sub>3</sub>	46.51 <sub>2</sub>	33.14 <sub>1</sub>	00.55 <sub>0</sub>	00.00 <sub>0</sub>	100%
5	Most police officials know the fuel consumption per 100km of the state vehicles they drive.	P	82	213	51	9	4	0	359
			22.84 <sub>1</sub>	59.33 <sub>2</sub>	14.20 <sub>3</sub>	02.50 <sub>4</sub>	01.11 <sub>0</sub>	00.00 <sub>0</sub>	100%
6	Most police officials believe that it is important when planning their route to know how far their state vehicles can travel on a full tank of fuel.	P	43	154	108	50	4	0	359
			11.97 <sub>1</sub>	42.89 <sub>2</sub>	30.08 <sub>3</sub>	13.92 <sub>4</sub>	01.11 <sub>0</sub>	00.00 <sub>0</sub>	100%
7	Most police officials believe that it is important to know the capacity of a state vehicle's fuel tank.	P	22	142	141	53	1	0	359
			06.12 <sub>1</sub>	39.55 <sub>2</sub>	39.27 <sub>3</sub>	14.76 <sub>4</sub>	00.27 <sub>0</sub>	00.00 <sub>0</sub>	100%
8	Most police officials believe that it is important to manage a state vehicle's	P	50	218	72	17	2	0	359
			13.92 <sub>1</sub>	60.72 <sub>2</sub>	20.05 <sub>3</sub>	04.73 <sub>4</sub>	00.55 <sub>0</sub>	00.00 <sub>0</sub>	100%

	fuel consumption.								
9	Most police officials believe that it is important to know the price of fuel per liter at all times so as to save money, but do not consider this when it comes to driving state vehicles.	N	18	76	148	114	3	0	359
			05.01 <sub>4</sub>	21.16 <sub>3</sub>	41.22 <sub>2</sub>	31.75 <sub>1</sub>	00.83 <sub>0</sub>	00.00 <sub>0</sub>	100%
10	Most polices officials always service state vehicles as required by the vehicle's maintenance booklet.	P	52	124	146	35	1	7	358
			14.52 <sub>1</sub>	34.63 <sub>2</sub>	40.78 <sub>3</sub>	09.77 <sub>4</sub>	00.27 <sub>0</sub>	10.29 <sub>0</sub>	100%
11	If a vehicle is serviced regularly and on time as prescribed in its maintenance booklet, the vehicle will be more fuel-efficient compared to when it is not serviced regularly and on time.	P	6	4	143	206	0	0	359
			01.67 <sub>1</sub>	01.11 <sub>2</sub>	39.83 <sub>3</sub>	57.38 <sub>4</sub>	00.00 <sub>0</sub>	00.00 <sub>0</sub>	100%
12	It is important to inspect a vehicle on a regular basis so as to prevent potential fuel inefficiency.	P	4	15	134	205	1	0	359
			01.11 <sub>1</sub>	04.17 <sub>2</sub>	37.32 <sub>3</sub>	57.10 <sub>4</sub>	00.27 <sub>0</sub>	00.00 <sub>0</sub>	100%

13	The condition of a vehicle's tyres does not have an impact on the fuel efficiency of a vehicle.	N	115 32.03 <sub>4</sub>	189 52.64 <sub>3</sub>	37 10.30 <sub>2</sub>	10 02.78 <sub>1</sub>	8 02.22 <sub>0</sub>	0 00.00 <sub>0</sub>	359 100%
14	Tyre pressure does have an impact on the fuel efficiency of a vehicle.	P	21 05.86 <sub>1</sub>	96 26.81 <sub>2</sub>	137 38.26 <sub>3</sub>	93 25.97 <sub>4</sub>	11 03.07%	0 00.00 <sub>0</sub>	358 100%
15	Most police officials fill up their state vehicles every time they stop at a fuel supplier.	N	57 15.92 <sub>4</sub>	235 65.64 <sub>3</sub>	47 13.12 <sub>2</sub>	14 03.91 <sub>1</sub>	4 01.11 <sub>0</sub>	1 00.27 <sub>0</sub>	358 100%
16	Most police officials take care not to park state vehicles in the sun as this could contribute to loss of fuel in the fuel tank.	P	70 19.49 <sub>1</sub>	228 63.50 <sub>2</sub>	42 11.69 <sub>3</sub>	8 02.22 <sub>4</sub>	9 02.50 <sub>0</sub>	2 00.55 <sub>0</sub>	359 100%
17	Most police officials believe that it is not important to know by how much the fuel price has increased.	N	21 05.84 <sub>4</sub>	123 34.26 <sub>3</sub>	179 49.86 <sub>2</sub>	30 08.35 <sub>1</sub>	5 01.39 <sub>0</sub>	1 11.77 <sub>0</sub>	359 100%
18	Most police officials believe that it is not important to know by how much the fuel	N	23 06.40 <sub>4</sub>	162 45.12 <sub>3</sub>	135 37.60 <sub>2</sub>	33 09.19 <sub>1</sub>	3 00.83 <sub>0</sub>	3 00.83 <sub>0</sub>	359 100%

price has decreased.

19	Most police officials treat state vehicles	P	172	144	30	10	2	1	359
	the same way they treat their privately		47.91 <sub>1</sub>	40.11 <sub>2</sub>	08.35 <sub>3</sub>	02.78 <sub>4</sub>	00.55 <sub>0</sub>	00.27 <sub>0</sub>	100%
	owned vehicles.								

---

*Note.* ‘SD’ symbolizes, strongly disagree; ‘D’ indicates, disagree; ‘A’ reflects, agree; ‘SA’ denotes, strongly agree; ‘N/O’ represents, no opinion; ‘D/N/C’ designates, did not complete; ‘P’ stands for, item has a positive direction; ‘N’ signifies, item has a negative direction; ‘0, 1, 2, 3, 4’ are the transformative value codings.

As can be discerned from Table 9, the substance of the SAPS fuel and oil questionnaire are largely of a *perceptual* nature (8 out of 19), and most of these items are stated negatively (5 out of 8). Most of the participants either agreed or strongly agreed with these negative perception statements except for item 18. Here the heads of SAPS police stations disagreed and strongly disagreed (51.52%) that most police officials believe that it is not important to know by how much the fuel price has decreased.

## **MACRO ANALYSIS**

The question arises of how strong are the composite indicators on each of the scales, that is; (1) general vehicle fuel and oil effectiveness and efficiency *knowledge* of SAPS station commanders; (2) management feedback from SAPS station commanders with regards to vehicle fuel and oil efficiency *behaviour* of SAPS officials under their control; and (3), *perceptions* of SAPS station commanders with regards to the attitudes of SAPS officials towards vehicle fuel and oil effectiveness and efficiency in the SAPS?

The decision is somewhat capricious but the indicators must be present in ample extent to substantiate a compelling assertion. An inclusive mean score of sixteen (16) (80%) or more per individual participant on the general knowledge scale (items 2, 11, 12, 13, and 14), with a score of five (5) to a possible twenty (20), was selected as criteria, with the higher demonstrating greater general knowledge (very least) of fuel and oil management. An inclusive mean score of fifteen (15) (62.50%) or more per individual participant on the behaviour-management scale (items 1, 5, 10, 15, 16, and 19), with a score of six (6) to a possible twenty four (24), was selected as criteria, with the higher

demonstrating reasonable effective and efficient fuel and oil management behaviour by SAPS officials under the control of SAPS station commanders. An inclusive mean score of twenty (20) (62.50%) or more per individual participant on the perception scale (items 3, 4, 6, 7, 8, 9, 17, and 18), with a score of eight (8) to a possible thirty two (32), was selected as criteria, with the higher demonstrating SAPS station commanders having positive perceptions of SAPS officials attitudes towards effective and efficient fuel and oil usage in the SAPS.

Table 10 reveals the mean scores and mean score percentages of the study participants' responses to the 19-item SAPS fuel and oil perception questionnaire.

Table 10

*Mean scores and mean score percentages of SAPS station commanders responses to a '19-item self-report SAPS vehicle fuel and oil perception questionnaire'*

	Item	Direction of item	Raw score	Average mean score	Average mean score %
	knowledge items				
2	A lot more money would be saved compared to what is currently the case, if police officials filled state vehicles with fuel before a fuel price took effect.	P	1289	03.59	89.75%



11	If a vehicle is serviced regularly and on time as prescribed in its maintenance booklet, the vehicle will be more fuel-efficient compared to when it is not serviced regularly and on time.	P	1267	03.52	88.23%
12	It is important to inspect a vehicle on a regular basis so as to prevent potential fuel inefficiency.	P	1256	03.49	87.46%
13	The condition of a vehicle's tyres does not have an impact on the fuel efficiency of a vehicle.	N	1111	03.09	77.36%
14	Tyre pressure does have an impact on the fuel efficiency of a vehicle.	P	996	02.78	69.55%

#### Behaviour-management items

1	Most police officials deliberately fill-up their state vehicles before a fuel price increase takes effect, so as to save cost on fuel consumption.	P	1025	02.85	71.37%
5	Most police officials know the	P	697	01.94	48.53%

fuel consumption per 100km of  
the state vehicles they drive.

10	Most polices officials always service state vehicles as required by the vehicle's maintenance booklet.	P	878	02.45	61.31%
15	Most police officials fill up their state vehicles every time they stop at a fuel supplier.	N	1041	02.90	72.69%
16	Most police officials take care not to park state vehicles in the sun as this could contribute to loss of fuel in the fuel tank.	P	684	01.90	47.63%
19	Most police officials treat state vehicles the same way they treat their privately owned vehicles.	P	580	01.64	41.08%

#### Perception items

3	Police officials believe that it is more important to know how many times they fill the tank of their private vehicles every month compared to the state vehicles that they use.	N	681	01.89	47.42%
4	Police officials believe that it	N	675	01.88	47.00%

is more important to keep record of how much money they spend on fuel for their private vehicles compared to the state vehicles they use.

6	Most police officials believe that it is important when planning their route to know how far their state vehicles can travel on a full tank of fuel.	P	875	02.43	60.93%
7	Most police officials believe that it is important to know the capacity of a state vehicle's fuel tank.	P	941	02.62	65.52%
8	Most police officials believe that it is important to manage a state vehicle's fuel consumption.	P	770	02.14	53.62%
9	Most police officials believe that it is important to know the price of fuel per liter at all times so as to save money, but do not consider this when it comes to driving state vehicles.	N	710	01.97	49.44%
17	Most police officials take care	N	841	02.34	58.56%

not to park state vehicles in the  
sun as this could contribute to  
loss of fuel in the fuel tank.

18	Most police officials believe that it is not important to know by how much the fuel price has decreased.	N	881	02.45	61.35%
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*Note.* ‘P’ indicates ‘positive’, and ‘N’ denotes ‘negative’.

Table 10 reflects overall that SAPS station commanders’ responses met the predetermined cut-off mean scores and mean score percentages on seven (7) of the nineteen (19) items of the SAPS fuel and oil perception questionnaire.

More distinctly, four (4) of the five (5) items (80%) on the general knowledge scale achieved the inclusive mean score of sixteen (16) and mean score percentage of eighty five percent (80%). SAPS station commanders’ responses on item 14 fell short of the required mark by five percent (05.45%), as can be observed in Table 10 and Chart 4.

Chart 4

*Average mean score of SAPS station commanders' responses on the individual items of the 'general vehicle fuel and oil knowledge' scale*

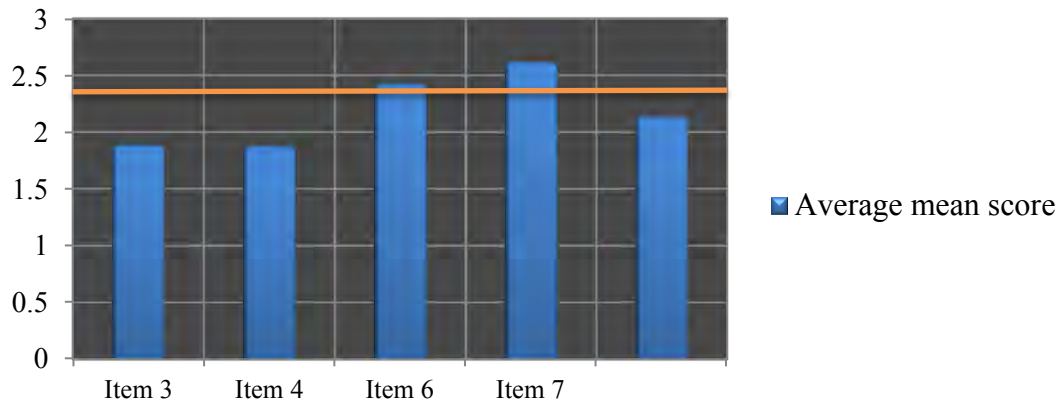
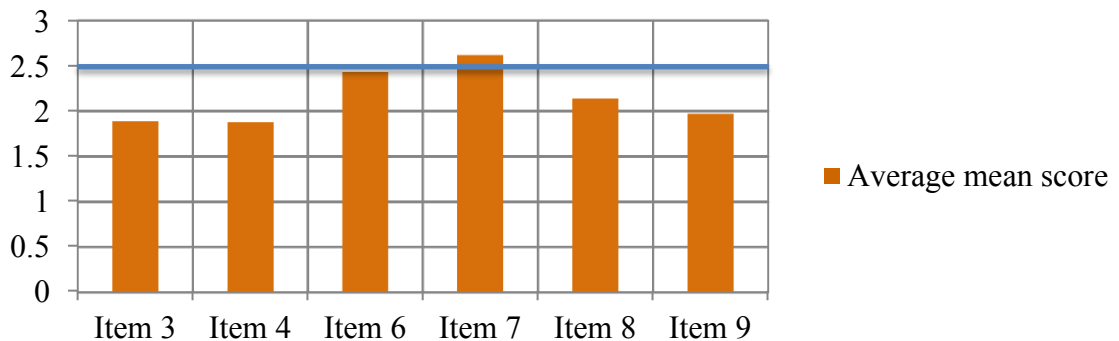


Table 10 and Chart 5 signposts that two (2) of the six (6) items (33.33% or 1/3) on the behaviour-management scale reached the all-encompassing mean score of fifteen (15), and mean score percentage of sixty two and a half percent (62.50%). Item 5 fell short by fourteen percent (13.97%), item 10 by one percent (1.19%), item 16 by fifteen percent (14.87%), and item 19 by twenty one percent (21.42%).

Chart 5

*Average mean score of SAPS station commanders' responses on the individual items of the 'behaviour-management' scale*



The mean score and mean score percentage data analysis on the individual items of the 19-item SAPS fuel and oil perception questionnaire, as displayed in Table 10 and Chart 6 indicate that one (1) of the eight (8) perception scale items (12.50%) attained the comprehensive mean score of twenty (20), and mean score percentage of sixty two and a half percent (62.50%). Item 3 was unsuccessful by fifteen percent (15.08%), item 4 by sixteen percent (15.5%), item 6 by two percent (01.57%), item 8 by nine percent (08.88%), item 9 by thirteen percent (13.06%), item 17 by four percent (03.94%), and item 18 by one percent (01.15%).

Chart 6

*Average mean score of SAPS station commanders' responses on the individual items of the 'perception' scale*

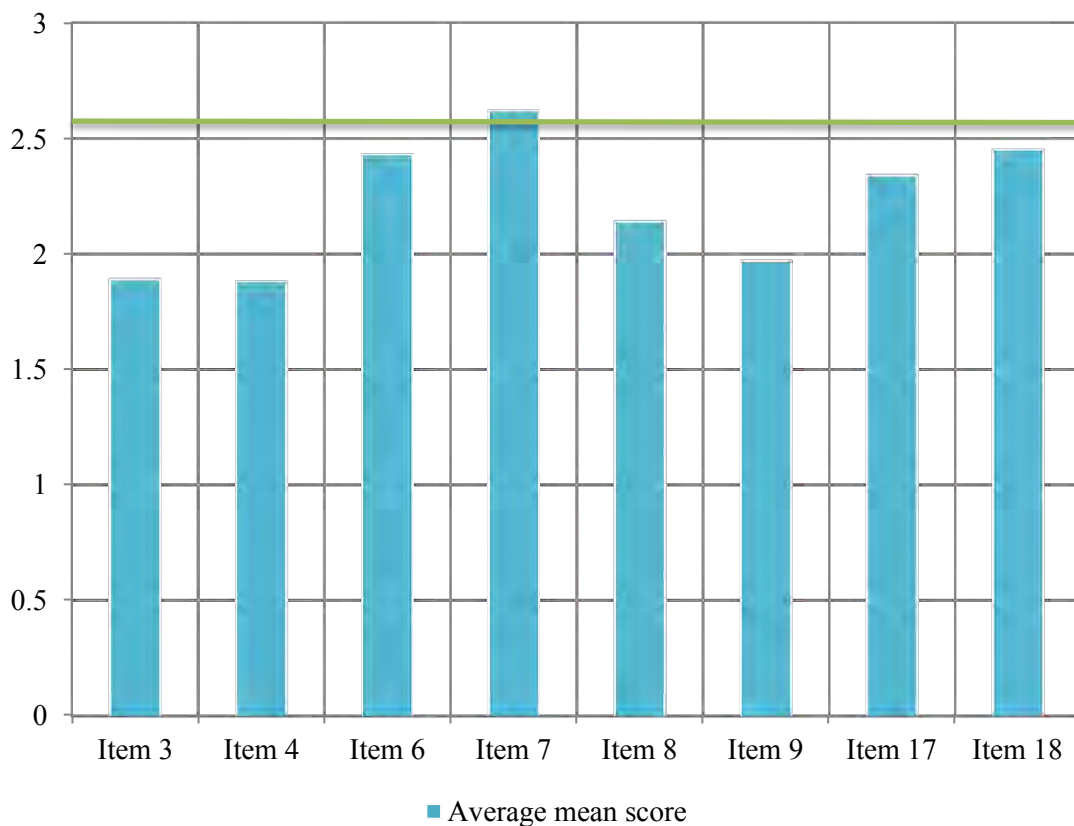


Table 11

*Overall mean scores and mean score percentage summary of SAPS station commanders responses to the three (3) scales of the '19-item self-report SAPS vehicle fuel and oil perception questionnaire'*

Scale	General vehicle fuel and oil effectiveness and efficiency management <i>knowledge</i> of SAPS station commanders	Management feedback from SAPS station commanders with regards to vehicle fuel and oil efficiency <i>behaviour</i> of SAPS officials under their control	<i>Perceptions</i> of SAPS station commanders with regards to the attitudes of SAPS officials towards vehicle fuel and oil effectiveness and efficiency in the SAPS
Raw score	5919	4905	6374
Mean score	16.47 (03.29)	13.66 (02.28)	17.75 (02.21)
Mean score %	82.43	56.9	55.48

*Note.* '%' indicates 'percentage'.

Table 11 designates generally, that SAPS station commanders' responses to the 19-item SAPS vehicle fuel and oil questionnaire realised the cut-off mean score (16) and mean score percentage (80%) on the general vehicle fuel and oil knowledge scale. However, SAPS station commanders' responses to the 19-item SAPS vehicle fuel and oil questionnaire did not meet the cut-off mean score and mean score percentage for the behaviour-management scale (15 and 62.50%) and the perception scale (20 and 62.50%). Thus overall, SAPS station commanders have indicators evincing general knowledge about vehicle fuel and oil management, and reason that SAPS officials have negative attitudes about their responsibility to use vehicle fuel and oil effectively and efficiently in the SAPS, as reflected in the reckless and negligent behaviour of SAPS officials under their control.

In summary, the current study data analyses of SAPS station commanders' perceptions of vehicle fuel and oil management in the SAPS indicates that a representative sample of all station commanders in the SAPS, at the time of conducting the study, were knowledgeable that a lot more money would be saved in the SAPS, if police officials would fill state vehicles with fuel before a fuel price hike took effect (85.30%), and if police vehicles would be scrutinized and serviced frequently (including tyres and tyre pressure) as prescribed in their respective maintenance booklets. However, this does not occur in reality. Almost half of SAPS station commanders indicated that police officials do not fill-up their state vehicles afore a national fuel price escalation takes effect, nor do they unremittingly service government vehicles as obligatory. Furthermore, police officials aren't watchful not to leave state vehicles in the sun so as to counteract loss of fuel; nor do they know the fuel consumption per one hundred kilometer (100km) of government means of transport they control, or meaningfully consider public vehicle



fuel consumption (for conservation purposes), whilst plotting routes. Almost two-thirds of SAPS station commanders flagged that police officials are cognisant that proper management of police vehicles in terms of fluctuating fuel prices, by each and every police official, can save money, but that police officials do not meaningfully care. According to SAPS station commanders, most police officials treat their privately owned vehicles with more respect and appreciation than the government vehicles they are responsible for. Furthermore, almost 60% of SAPS station commanders postulated that police officials do not consider it imperative to manage fuel consumption of police vehicles. More specifically, SAPS police officials do believe it is important to know by how much the fuel price has increased and decreased, but don't grade the significance and consequences of monthly fuel utilisation of state vehicles, that they operate, and their respective privately owned vehicles, on equivalent footing. In other words, they reckon that police officials bother less apropos the quantity of fuel state vehicles guzzle as appose to the private vehicle/s they own. Almost two-thirds of SAPS station commanders revealed that police officials find it inconsequential to appreciate the scope of a police vehicles fuel tank nor guarding record of state vehicle petroleum/oil/gasoline expenditure.

It would be meaningful to note that the data analysis established no statistically significant differences between the nineteen (19) items of the SAPS fuel and oil perception questionnaire and the biographical categorical independent variables of the participants.

#### 5.4.2 SOUTH AFRICAN POLICE SERVICE (SAPS) STATION COMMANDERS' POLICY KNOWLEDGE OF VEHICLE FUEL AND OIL MANAGEMENT IN THE SAPS

As indicated in the research methodology chapter of this thesis, all the items of the 20-item knowledge test were designed with reference to the contents of the SAPS National Instruction 4 of 2011 which relates to effective and efficient fuel and oil management, Standard Bank fuel card procedures, and other SAPS policies that guide effective and efficient management of fuel and oil in SAPS. The validity of the instrument was confirmed by an expert SAPS committee, chaired by the SAPS National Head of Vehicle Fleet Management, as per Annexure 'C'. The answers to the 20-item SAPS vehicle fuel and oil management policy knowledge test are provided in Table 12. It is a requirement of all SAPS station commanders to have full and complete knowledge (100%) of the test content.

Table 12

*Memorandum of answers to the 20-item SAPS vehicle fuel and oil management policy knowledge test*

- 
- |   |  |   |   |   |  |   |  |   |                          |
|---|--|---|---|---|--|---|--|---|--------------------------|
| 1   | All authorised drivers of state motor vehicles must be conversant with:  |   |   |   |  |   |  |   |                          |
| <table border="0"><tr><td style="vertical-align: top; padding-right: 20px;">A</td><td>Standing Force Order 3A of 1987 (National Instructions)</td></tr><tr><td style="vertical-align: top; padding-right: 20px;">B</td><td>Standing Force Order (General) 3A of 1986 (National Instruction)</td></tr><tr><td style="vertical-align: top; padding-right: 20px;">C</td><td>Standing Force Order (General) 3A of 1985 (National Instruction)</td></tr><tr><td style="vertical-align: top; padding-right: 20px;">D</td><td><i>None of the above</i></td></tr></table> |  | A | Standing Force Order 3A of 1987 (National Instructions) | B | Standing Force Order (General) 3A of 1986 (National Instruction) | C | Standing Force Order (General) 3A of 1985 (National Instruction) | D | <i>None of the above</i> |
| A   | Standing Force Order 3A of 1987 (National Instructions)  |   |   |   |  |   |  |   |                          |
| B   | Standing Force Order (General) 3A of 1986 (National Instruction)   |   |   |   |  |   |  |   |                          |
| C   | Standing Force Order (General) 3A of 1985 (National Instruction)   |   |   |   |  |   |  |   |                          |
| D   | <i>None of the above</i>   |   |   |   |  |   |  |   |                          |
| 2   | For a member of the South African Police Service (SAPS) to get authorisation for driving a state motor vehicle he/she needs the following official document: |   |   |   |  |   |  |   |                          |

- A      *Valid driver's license*
- B      Valid learner's license
- C      Valid driver's license and approval granted by the accounting officers as an authorised driver
- D      A and B
- E      None of the above

3      The purpose of the official document kept in all the state vehicles is:

- A      *To exercise control and to reflect a true record of the use of a South African Police Service (SAPS) vehicle*
- B      To exercise control and reflect a true record used for inspection purposes
- C      To keep for audit purposes
- D      A, B and C
- E      None of the above

4      The official document that needs to be kept in the state vehicle at all times is:

- A      The SAP 132(a) and (b)
- B      The SAP 132(a)
- C      *SAP 132(b)*
- D      None of the above

5      Each time the fuel tank of the state vehicle is filled, the transaction must be

recorded:

- A At the back of the SAP 132(a)
- B *At the back of the SAP 132(b)*
- C At the back of the SAP 132(a) and (b)
- D None of the above

6 Whenever a driver receives and signs for a state vehicle it is important to:

- A Check that the police vehicle is roadworthy
- B Check the tyres and the fuel level of the police vehicle
- C Check that the official document is completed correctly by the previous driver of the police vehicle
- D *A, B and C*
- E None of the above

7 On receiving a fuel slip from a fuel attendant, the South African Police Service (SAPS) member must act as follows:

- A Sign the slip and leave it with the attendant to collect at the end of the month
- B It is not necessary to keep records of petrol transactions on the reverse side of the official document if the fuel slip/receipt is available
- C *It is necessary to keep the original of the slip so that you can reflect it at the end of the month*
- D None of the above

8 When signing the official document, for the keys of a state vehicle, the respective member:

- A Is not responsible for the vehicle's petrol card
- B Is responsible for the vehicle's petrol card*
- C The petrol card is kept at the Community Safety Centre and is the commander's responsibility
- D All of the above
- E None of the above

9 It is the responsibility of each driver when receiving the fuel slip from the attendant to verify that:

- A The kilometre reading, registration number and litre intake are correct before placing his/her signature on the petrol slip/receipt (Fuel Card Manual)
- B The litre intake and kilometre reading are correct before placing his/her signature on the petrol slip/receipt
- C The registration number and kilometre reading are correct before placing his/her signature on the petrol slip/receipt
- D All of the above*
- E None of the above

10 When signing a fuel slip/receipt, the member must include:

- A Their identity number and surname
- B Their persal and identity number
- C Their persal number and surname
- D *None of the above*
- E A and B

11 A police official is entitled to travel with a state vehicle between his/her residence and place of work:

- A Only if authority is granted by the Station Commander
- B No authority needed, because the state vehicle is the direct responsibility of the driver
- C None of the above
- D A and B
- E *A police official is responsible for his/her own (private) transport between residence and place of work*

12 A member of the South African Police Service (SAPS) may transport his/her immediate family to their places of employment, diverting from their official rout:

- A Only if authority is granted by the Station Commander or direct commander
- B Authority is granted by their direct commander
- C No authority is needed if not diverting from their official route
- D No member is permitted to convey any immediate family in a police vehicle

to his/her place of employment

E A and B

F *None of the above*

13 In a normal situation all South African Police Service (SAPS) drivers are permitted to exceed speed limits, disobey road signs and ignore the rules and regulations of the Road Traffic Act, because:

A They are authorised by their Departmental Orders

B They do not fall under the Laws of the Road Traffic Act

C They do fall under the Laws of the Road Traffic Act and cannot disobey as in the above statement

D *None of the above*

14 The duties of weekly inspections on state vehicles and making inspection entries on the reverse side of the official document belong to:

A *The immediate commander (direct line manager)*

B The Station Commander

C The driver of the vehicle

D A, B and C

E None of the above

15 In the column at the back of the official document for the fuel and engine oil, the following must be recorded:

- A The date and quantity of fuel received
- B The quantity of fuel received
- C *The date, origin of receipt and quantity of fuel*
- D All of the above
- E None of the above

16 The fuel card was introduced into the South African Police Service (SAPS) to:

- A Minimise corruption
- B To raise efficiency of administration
- C *Raise efficiency of administration and to decrease the burden of fuel administration*
- D None of the above
- E B and C

17 WestBank, the contractor, will supply a monthly statement for each state vehicle.

This can be used by the commanders as follows:

- A To determine where the member has travelled with the vehicle
- B The statement will show how much fuel was supplied to the vehicle
- C *It will show how much fuel was supplied and what the fuel consumption was*
- D All of the above
- E None of the above



18 After a state vehicle has been given fuel and oil by the supplier, the driver will be in possession of a speed point slip or a sales voucher. These slips serves as:

- A Proof of transaction
- B Proof of transaction and must be used as source document
- C *Proof of transaction, must be used as source document to certify fuel and oil consumption at the end of the month*
- D A and B
- E None of the above
- F All of the above

19 The entries of all fuel and oil transactions that are recorded at the back of the official document by the South African Police Service (SAPS) member every time he/she put fuel in a state vehicle must be:

- A Compared with the speed point slips
- B Handed in at Logistics
- C *Compared with the speed point slips and sales vouchers on hand*
- D A and B
- E None of the above
- F All of the above

20 All transactions regarding fuel must be:

- A Certified as correct daily

- B Certified as correct or incorrect weekly
- C *Certified as correct or incorrect monthly*
- D None of the above

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*Note.* Correct answer is highlighted in '*italics*'.

When interpreting the knowledge test one must keep in mind that the knowledge test measures memory and not the actual performance of SAPS station commissioners in terms of the effective and efficient implementation of SAPS fuel and oil management policies and procedures. The frequency distribution of SAPS station commanders' responses to the 20-item SAPS vehicle fuel and oil management policy knowledge test is captured in Table 13.

Table 13

*Frequency summary of SAPS vehicle fuel and oil management policy knowledge test results*

Test questions		Correct		Incorrect	
		N	%	N	%
1	All authorised drivers of state motor vehicles must be conversant with:				
A	Standing Force Order 3A of 1987 (National Instructions)	103	29.50%	246	70.50%
B	Standing Force Order (General) 3A of 1986 (National Instruction)				
C	Standing Force Order (General) 3A of 1985 (National Instruction)				
D	<i>None of the above</i>				
2	For a member of the South African Police Service (SAPS) to get authorisation for driving a state motor vehicle he/she needs the following official document:				

A	<i>Valid driver's license</i>	72	20.20%	285	79.80%
B	Valid learner's license				
C	Valid driver's license and approval granted by the accounting officers as an authorised driver				
D	A and B				
E	None of the above				

3 The purpose of the official document kept in all the state vehicles is:

A	<i>To exercise control and to reflect a true record of the use of a South African Police Service (SAPS) vehicle</i>	84	23.50%	273	76.50%
B	To exercise control and reflect a true record used for inspection purposes				
C	To keep for audit purposes				
D	A, B and C				
E	None of the above				

4 The official document that needs to be kept in the state vehicle at all times is:

- |   |                        |     |        |    |        |
|---|------------------------|-----|--------|----|--------|
| A | The SAP 132(a) and (b) | 300 | 83.80% | 58 | 16.20% |
| B | The SAP 132(a)         |     |        |    |        |
| C | <i>SAP 132(b)</i>      |     |        |    |        |
| D | None of the above      |     |        |    |        |

5 Each time the fuel tank of the state vehicle is filled, the transaction must be recorded:

- |   |                                       |     |        |    |        |
|---|---------------------------------------|-----|--------|----|--------|
| A | At the back of the SAP 132(a)         | 324 | 90.30% | 35 | 09.70% |
| B | <i>At the back of the SAP 132(b)</i>  |     |        |    |        |
| C | At the back of the SAP 132(a) and (b) |     |        |    |        |
| D | None of the above                     |     |        |    |        |

6 Whenever a driver receives and signs for a state vehicle it is important to:

A	Check that the police vehicle is roadworthy	322	89.70%	37	10.30%
B	Check the tyres and the fuel level of the police vehicle				
C	Check that the official document is completed correctly by the previous driver of the police vehicle				
D	<i>A, B and C</i>				
E	None of the above				

7 On receiving a fuel slip from a fuel attendant, the South African Police Service (SAPS) member must act as follows:

A	Sign the slip and leave it with the attendant to collect at the end of the month	323	90.00%	35	09.80%
B	It is not necessary to keep records of petrol transactions on the reverse side of the official document if the fuel slip/receipt is available				
C	<i>It is necessary to keep the original of the slip so that you can</i>				

*reflect it at the end of the month*

D None of the above

8 When signing the official document, for the keys of a state vehicle , the respective member:

A	Is not responsible for the vehicle's petrol card	281	78.30%	75	21.10%
---	--	-----	--------	----	--------

*B Is responsible for the vehicle's petrol card*

C The petrol card is kept at the Community Safety Centre and is  
the commander's responsibility

D All of the above

E None of the above

9 It is the responsibility of each driver when receiving the fuel slip from the attendant to verify that:

A	The kilometre reading, registration number and litre intake are correct before placing his/her signature on the petrol	159	44.30%	199	55.60%
---	---	-----	--------	-----	--------

slip/receipt (Fuel Card Manual)

- B The litre intake and kilometre reading are correct before placing his/her signature on the petrol slip/receipt
- C The registration number and kilometre reading are correct before placing his/her signature on the petrol slip/receipt
- D *All of the above*
- E None of the above

10 When signing a fuel slip/receipt, the member must include:

- |   |                                   |    |        |     |        |
|---|-----------------------------------|----|--------|-----|--------|
| A | Their identity number and surname | 18 | 05.00% | 338 | 94.20% |
| B | Their persal and identity number  |    |        |     |        |
| C | Their persal number and surname   |    |        |     |        |
| D | <i>None of the above</i>          |    |        |     |        |
| E | A and B                           |    |        |     |        |



11 A police official is entitled to travel with a state vehicle between his/her residence and place of work:

- |   |   |     |        |     |        |
|---|---|-----|--------|-----|--------|
| A | Only if authority is granted by the Station Commander   | 144 | 40.10% | 213 | 59.30% |
| B | No authority needed, because the state vehicle is the direct responsibility of the driver                       |     |        |     |        |
| C | None of the above   |     |        |     |        |
| D | A and B   |     |        |     |        |
| E | <i>A police official is responsible for his/her own (private) transport between residence and place of work</i> |     |        |     |        |

12 A member of the South African Police Service (SAPS) may transport his/her immediate family to their places of employment, diverting from their official rout:

- |   |   |    |        |     |        |
|---|---|----|--------|-----|--------|
| A | Only if authority is granted by the Station Commander or direct commander | 69 | 19.20% | 290 | 80.80% |
| B | Authority is granted by their direct commander                            |    |        |     |        |

- C No authority is needed if not diverting from their official route
- D No member is permitted to convey any immediate family in a police vehicle to his/her place of employment
- E A and B
- F *None of the above*

13 In a normal situation all South African Police Service (SAPS) drivers are permitted to exceed speed limits, disobey road signs and ignore the rules and regulations of the Road Traffic Act, because:

- |   |  |     |        |     |        |
|---|--|-----|--------|-----|--------|
| A | They are authorised by their Departmental Orders   | 127 | 35.40% | 231 | 64.50% |
| B | They do not fall under the Laws of the Road Traffic Act  |     |        |     |        |
| C | They do fall under the Laws of the Road Traffic Act and cannot disobey as in the above statement |     |        |     |        |
| D | <i>None of the above</i>   |     |        |     |        |

14 The duties of weekly inspections on state vehicles and making inspection entries on the reverse side of the official

document belong to:

A	<i>The immediate commander (direct line manager)</i>	104	29.20%	252	70.80%
B	The Station Commander				
C	The driver of the vehicle				
D	A, B and C				
E	None of the above				

15 In the column at the back of the official document for the fuel and engine oil, the following must be recorded:

A	The date and quantity of fuel received	164	46.10%	192	53.90%
B	The quantity of fuel received				
C	<i>The date, origin of receipt and quantity of fuel</i>				
D	All of the above				
E	None of the above				

16 The fuel card was introduced into the South African Police Service (SAPS) to:

- |   |   |     |        |     |        |
|---|---|-----|--------|-----|--------|
| A | Minimise corruption   | 118 | 33.10% | 238 | 66.90% |
| B | To raise efficiency of administration   |     |        |     |        |
| C | <i>Raise efficiency of administration and to decrease the burden of fuel administration</i> |     |        |     |        |
| D | None of the above   |     |        |     |        |
| E | B and C   |     |        |     |        |

17 WestBank, the contractor, will supply a monthly statement for each state vehicle. This can be used by the commanders as follows:

- |   |   |     |        |     |        |
|---|---|-----|--------|-----|--------|
| A | To determine where the member has travelled with the vehicle      | 142 | 39.90% | 214 | 60.10% |
| B | The statement will show how much fuel was supplied to the vehicle |     |        |     |        |
| C | <i>It will show how much fuel was supplied and what the fuel</i>  |     |        |     |        |

*consumption was*

- D All of the above
- E None of the above

18 After a state vehicle has been given fuel and oil by the supplier, the driver will be in possession of a speed point slip or a sales voucher. These slips serves as:

- A Proof of transaction 233 65.10% 125 34.90%
- B Proof of transaction and must be used as source document
- C *Proof of transaction, must be used as source document to certify fuel and oil consumption at the end of the month*
- D A and B
- E None of the above
- F All of the above

19 The entries of all fuel and oil transactions that are recorded at the back of the official document by the South African

Police Service (SAPS) member every time he/she put fuel in a state vehicle must be:

- |   |   |    |        |     |        |
|---|---|----|--------|-----|--------|
| A | Compared with the speed point slips                                   | 75 | 21.10% | 281 | 78.90% |
| B | Handed in at Logistics  |    |        |     |        |
| C | <i>Compared with the speed point slips and sales vouchers on hand</i> |    |        |     |        |
| D | A and B   |    |        |     |        |
| E | None of the above   |    |        |     |        |
| F | All of the above  |    |        |     |        |

20 All transactions regarding fuel must be:

- |   |  |     |        |     |        |
|---|--|-----|--------|-----|--------|
| A | Certified as correct daily                       | 255 | 71.00% | 104 | 29.00% |
| B | Certified as correct or incorrect weekly         |     |        |     |        |
| C | <i>Certified as correct or incorrect monthly</i> |     |        |     |        |

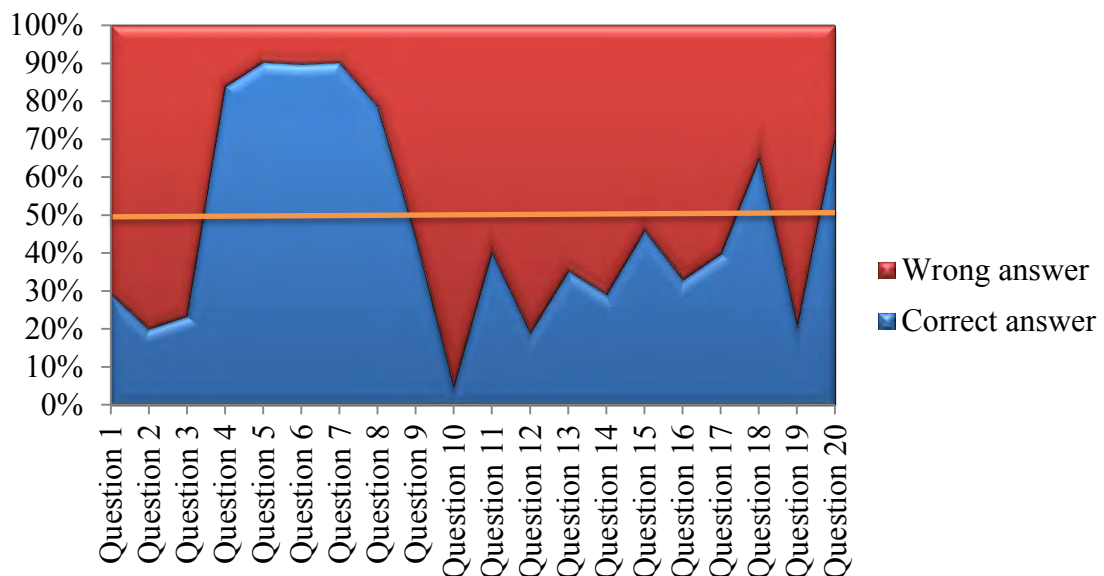
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*Note.* Correct answer is highlighted in ‘*italics*’.

Table 13 signifies that the required score of one hundred percent (100%) was not attained, as required of SAPS station commanders by SAPS top management. In fact, a full score (100%) was not attained in respect of any of the questions on the 20-item SAPS vehicle fuel and oil management policy test, or even half (50%) on fourteen (14 out of 20) of the questions, as indicated in Chart 7.

Chart 7

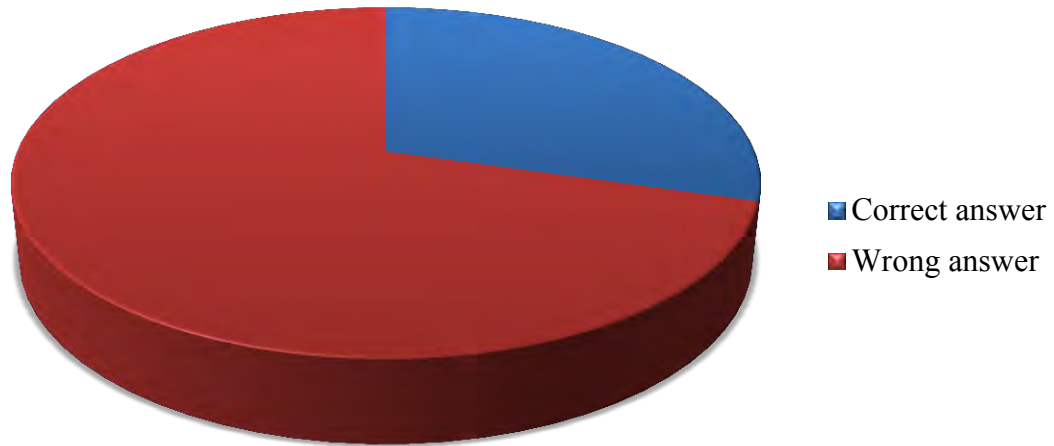
*Summary of SAPS station commanders' responses to the 20-item SAPS vehicle fuel and oil management policy knowledge test*



On average, each SAPS station commander accomplished forty eight percent (47.70%) as a cumulative result to the 20-item SAPS vehicle fuel and oil management policy knowledge test. In other words, at the time of conducting the study, less than half (50%) of SAPS vehicle fuel and oil management policy was known/recalled through memory and/or experience by a representative sample of all station commanders in the SAPS. The highest score realised on an item was ninety percent (90.30%) (question 5), and the lowest score on an item was five percent (05.00%) (question 10). Chart 8 puts the overall result into perspective.

Chart 8

*The proportion of SAPS vehicle fuel and oil management police knowledge of a representative sample of all station commanders in the SAPS*



More specifically the data analysis of the 20-item SAPS vehicle fuel and oil management policy test results disclose that more than half of SAPS station commanders did not know/remember that it is each state vehicle driver's responsibility to verify the correctness of the kilometre reading, vehicle registration number and litre intake before placing his/her signature on the petrol slip/receipt when receiving such slip/receipt from the petrol attendant. Seventy percent (70%) of SAPS station commanders did not know/remember that no member of the SAPS is allowed to transport his/her immediate family to their places of employment. Almost two-thirds (2/3s) of the SAPS station commanders did not know/remember most of the information that must be completed on the back page of an official SAPS fuel and oil management document. More than half of the SAPS station commanders did not know/remember that the SAPS fuel card was implemented to improve fuel administrative efficiency. Almost 90% of SAPS station commanders did not know/remember that fuel and oil usage entries on official SAPS documents had to be compared with SAPS fuel card speed point slips.



## **5.5 CONCLUSION**

This marks the end of the data analysis chapter in which the responses, of a representative sample of all SAPS station commanders to a 19-item SAPS vehicle fuel and oil perception questionnaire, and 20-item SAPS vehicle fuel and oil management policy knowledge test, were analysed. In the next and penultimate chapter of this thesis, the findings of the study will be discussed and some recommendations made.

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## **CHAPTER 6                      FINDINGS, RECOMMENDATIONS, AND CONCLUSION**

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### **6.1    INTRODUCTION**

At the outset of this thesis it was stated that the primary objective of the research project was to contribute new knowledge towards the New Public Management (NPM) theoretical framework by answering four (4) specific research questions and two (2) hypotheses. The final chapter of this thesis discusses the findings of the study, and concludes with recommendations based on the said findings.

### **6.2    ANSWERING THE RESEARCH QUESTIONS AND HYPOTHESES**

The critical question regarding the measurement of the study constructs was whether each item was valid on its face as a measure of a dimension of the constructs. A challenge for operationalising the constructs is their amorphous nature, as the constructs are multi-dimensional, and due to the explorative nature of the study, literature does not clearly indicate how each item relates. Although a myriad of other items could have been employed to measure SAPS station commanders perceptions of fuel and oil management in the SAPS, this should not be taken, in and of itself, as a limitation. All choices of measures are ultimately approximations of the true construct.

**Research question 1:** What are the general vehicle fuel and oil management knowledge of a representative sample of all station commanders in the SAPS?

The study found that a representative sample of all SAPS station commanders do have adequate general knowledge concerning vehicle fuel and oil management. More specifically, SAPS station commanders recognised that filling a vehicle before a national petroleum fuel price hike took effect would save costs. SAPS station commanders acknowledged that inspecting and servicing a vehicle regularly and on time as prescribed by the vehicles maintenance booklet, is an absolute necessity for the vehicles fuel-efficiency. SAPS station commanders furthermore expressed that a vehicles tyres and tyre pressure have an impact on the fuel efficiency of any particular vehicle.

**Research question 2:** What are the thoughts of SAPS station commanders concerning the behaviour of SAPS officials under their control with regards to effective and efficient SAPS vehicle fuel and oil usage?

A representative sample of all SAPS station commanders in the SAPS revealed that SAPS officials under their direct control do not show, on average, effective and efficient behaviour with regards to vehicle fuel and oil usage in the SAPS. More specifically, SAPS officials do not fill-up their state vehicles afore a national fuel price escalation takes effect, nor do they unremittingly service government vehicles as obligatory. Furthermore, police officials aren't watchful not to leave state vehicles in the sun so as to counteract loss of fuel; nor do they know the fuel consumption per one

hundred kilometer (100km) of government means of transport they control, or meaningfully consider public vehicle fuel consumption (for conservation purposes), whilst plotting routes.

**Research question 3:** What attitudes do SAPS officials have towards effective and efficient SAPS vehicle fuel and oil usage according to a representative sample of all station commanders in the SAPS?

According to the representative sample of station commanders in the SAPS, police officials have a negative attitude towards effective and efficient vehicle fuel and oil usage in the SAPS. The commanders stated that SAPS officials are cognisant that proper management of police vehicles in terms of fluctuating fuel prices, by each and every police official, can save money, but that police officials do not meaningfully care. That police officials treat their privately owned vehicles with more respect and appreciation than the government vehicles they are responsible for. Furthermore, that police officials do not consider it imperative to manage fuel consumption of police vehicles. More specifically, SAPS police officials do believe it is important to know by how much the fuel price has increased and decreased, but don't grade the significance and consequences of monthly fuel utilisation of state vehicles, that they operate, and their respective privately owned vehicles, on equivalent footing. In other words, they reckon that police officials bother less about the quantity of fuel state vehicles use as appose to the private vehicle/s they own. SAPS station commanders believe that police officials find it inconsequential to appreciate the scope of police vehicles fuel tank nor guarding record of state vehicle petroleum/oil/gasoline expenditure.

**Research question 4:** What are the specific SAPS vehicle fuel and oil management policy knowledge of a representative sample of all station commanders in the SAPS?

Even though SAPS station commanders are obliged to know the full extent of SAPS vehicle fuel and oil management policy, the study found that on average, SAPS station commanders do not know half of SAPS policy relevant to effective and efficient vehicle fuel and oil management in the SAPS. More specifically the data analysis of the 20-item SAPS vehicle fuel and oil management policy test results disclosed that more than half of SAPS station commanders did not know/remember that it is each state vehicle driver's responsibility to verify the correctness of the kilometre reading, vehicle registration number and litre intake before placing his/her signature on the petrol slip/receipt when receiving such slip/receipt from the petrol attendant. Seventy percent (70%) of SAPS station commanders did not know/remember that no member of the SAPS is allowed to transport his/her immediate family to their places of employment. Almost two-thirds (2/3s) of the SAPS station commanders did not know/remember most of the information that must be completed on the back page of an official SAPS fuel and oil management document. More than half of the SAPS station commanders did not know/remember that the SAPS fuel card was implemented to improve fuel administrative efficiency. Almost 90% of SAPS station commanders did not know/remember that fuel and oil usage entries on official SAPS documents had to be compared with SAPS fuel card speed point slips.

**Hypothesis 1:** A representative sample of all SAPS station commanders do not have adequate SAPS vehicle fuel and oil management policy knowledge as to manage fuel usage in the SAPS effectively and efficiently.

Based on the study data analysis, *hypothesis 1 is hereby confirmed*, as the representative sample of SAPS station commanders did not meet the 100% SAPS vehicle fuel and oil management policy knowledge criteria required by SAPS top management. In fact, the study sample was incorrect on fourteen (14) of the twenty (20) questions asked on the SAPS vehicle fuel and oil management policy knowledge test.

**Hypothesis 2:** A representative sample of all SAPS station commanders perceive that police officials manage their private vehicles different compared to their state vehicles.

Hypothesis 2 can also be *confirmed* as the responses of a representative sample of SAPS station commanders on the 19-item SAPS vehicle fuel and oil perception questionnaire indicated that SAPS officials treat their privately owned vehicles with more respect and appreciation than the government vehicles they are responsible for.

### **6.3 CONCLUSION AND RECOMMENDATIONS**

The results of the current study makes for a ‘nasty cocktail’ – as not only do SAPS station commanders not adequately know SAPS policies in terms of vehicle fuel and oil management, but police officials do not find it important to manage fuel and oil effectively and efficiently. Thus it is argued that SAPS fuel and oil budget over-

expenditure will continue unabated unless SAPS station commanders are held responsible and accountable for the fuel and oil management in their respective station jurisdictions (legislation, policy, strategy, and structure), and a more caring attitude towards state assets be inculcated into the police subculture through training and performance measurement (culture). In other words, all police officials should have an understanding or believe that state vehicle caring is no different from caring for the vehicle/s that they privately own. This requires an attitudinal paradigm shift with a keen sense of ownership, pride, and *familia*. We work hard for what we have, understand the value of such, and as a consequence will look after it.

The current study findings contribute meaningfully to the New Public Management (NPM) theoretical framework (new knowledge) by providing adequate information for a comparative national police vehicle fleet fuel usage system, which is a world first. It is recommended that comparative national studies be conducted.

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### **Annexure ‘A’**

**Letter of approval from the University of KwaZulu-Natal (UKZN)  
Humanities and Social Sciences Research Ethics Committee (HSSREC) to  
conduct the study**



15 January 2014

Mr Karel F Husselmann (212562511)  
School of Applied Human Sciences  
Howard College Campus

Protocol reference number: HSS/0981/0130  
Project title: Policy knowledge and bureaucratic management perceptions towards effective and efficient fuel usage in the South Africa Police Services

Dear Mr Husselmann,

**Full Approval – Expedited**

In response to your application dated 18 April 2013, the Humanities & Social Sciences Research Ethics Committee has considered the above mentioned application and the protocol have been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

Please note: Research data should be securely stored in the discipline/department for a period of 5 years.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

  
Dr Sharmika Singh (Chair)

/ms

cc Supervisor: Dr Jean Steyn  
cc Academic Leader Research: Professor D McCracken  
cc School Administration: Ms Ausie Luthuli

**Humanities & Social Sciences Research Ethics Committee**

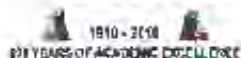
Dr Sharmika Singh (Chair)






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Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)



Future Campuses:  Edgewood  Howard College  KwaZulu-Natal School  Pietermaritzburg  Westville



### **Annexure ‘B’**

**Letter of approval from the South African Police Service (SAPS) to conduct the study**

SUID-AFRIKAANSE POLISIEDIENS



SOUTH AFRICAN POLICE SERVICE

Vorwysing Reference	0404128-1/8
Navrae Enquiries	Maj Gen (Dr) M van Eyk
Telefoon Telephone	(012) 334 3750
Faksnommer Fax number	(012) 334 3873

HEAD: GENERAL RESEARCH AND  
CURRICULUM DEVELOPMENT

PRIVATE BAG X 177  
PRETORIA  
0001

Major General K. Husselman  
Postnet Suite 74  
Private Bag x25723  
Monumentpark  
0161

Dear General Husselmann

**APPLICATION FOR ADMISSION TO PhD DEGREE: UNIVERSITY OF  
KWAZULU-NATAL**

Permission is hereby granted for you to conduct the study towards the PhD Degree in Criminology at the University of KwaZulu-Natal.

Kindly provide me with a copy of your Research Proposal in order to follow the prescribed internal procedures.

Kind Regards

LIEUTENANT GENERAL  
DIVISIONAL COMMISSIONER: HUMAN RESOURCE DEVELOPMENT  
CN MBEKELA

DATE: 2012/10/26

**Annexure ‘C’**  
**SAPS letter confirming validity of the 20-item SAPS vehicle fuel and oil  
management knowledge test content**

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**From:** Momberg Udét - Captain  
**Sent:** 11 November 2013 09:13  
**To:** Husselmann KF - Major General  
**Cc:** Ramanjalum James - Colonel  
**Subject:** Feedback on Questionnaire: Knowledge

Dear Maj Gen Husselmann,

Your E-mail dated 8 November 2013 refers.

I agree that the majority of the Knowledge Questionnaire are an true reflection of information dealing with fuel/oil in National Instruction 4 of 2011: State vehicles and by using these questions, one will be able to test the knowledge of fuel and oil management of a member.

Questions 2,11,12 &13 are not related to fuel and oil management as they are more related to general vehicle fleet management.

It is trusted that you will find the above in order.

Kind regards,

Capt U Momberg  
Section Resource Management Vehicle Fleet  
Division Supply Chain Management  
Tel: 012 8458857  
E-mail: [mombergu@saps.gov.za](mailto:mombergu@saps.gov.za)

---

**From:** Husselmann KF - Major General  
**Sent:** 08 November 2013 09:54 AM  
**To:** Ramanjalum James - Colonel; Momberg Udét - Captain  
**Subject:** Questionnaire: Knowledge

Col Ramanjalum and Capt Momberg good morning and hope all is well.

This is an questionnaire that was compiled by using the information on fuel/oil management as captured in National Instruction 4 of 2011, State Vehicles. You as the expert in the vehicle environment, would you agree that this is an true reflection of information dealing with fuel/oil in the national instruction and by using these questions one will be able to test the knowledge fuel/oil management of a member.

You are welcome to make recommendations if needed and if possible that you can give written feedback to me!!

With respect.

 **MAJOR GENERAL**  
**HEAD: IMMOVABLE ASSETS & EXPERT SERVICES MANAGEMENT**  
**SUPPLY CHAIN MANAGEMENT**

**Annexure ‘D’**

**19-Item SAPS vehicle fuel and oil management perception questionnaire**

## ***RESEARCH QUESTIONNAIRE: PERCEPTIONS, ATTITUDES AND BEHAVIOUR***

This questionnaire is divided into two sections, namely:

- A. Biographical information
- B. Questions on perceptions, attitudes and behaviour of South African Police members towards fuel and oil management in the South African Police Service

### **TO BE COMPLETED BY PARTICIPANT**

I, \_\_\_\_\_, hereby stipulate that I am a voluntary participant in this study on Fuel and Oil Management in the South African Police Service.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Time

\_\_\_\_\_  
Police Station

\_\_\_\_\_  
Section/Component

### **CONFIDENTIALITY NOTICE**

**All information provided by participants in this questionnaire is strictly confidential. At no time shall this information be used for a purpose external to the aims of the research project.**

### **SECTION A: BIOGRAPHICAL INFORMATION**

<b>Surname</b>	_____
<b>First name</b>	_____
<b>Second name</b>	_____
<b>Age</b>	_____
<b>Gender</b>	_____
<b>Race</b>	_____
<b>Rank</b>	_____
<b>Number of years experience in the SAPS</b>	_____
<b>Driver's license obtained (Year)</b>	_____

## **INSTRUCTIONS – QUESTIONS**

There are nineteen (19) questions.

Each question has five options, namely:

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>I do not have an opinion</b>
--------------------------	-----------------	--------------	-----------------------	---------------------------------

Choose amongst the five options by indicating your choice with a cross.  
For example:

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>I do not have an opinion</b>
--------------------------	-----------------	--------------	-----------------------	---------------------------------

If you wish to change an answer, please mark it clearly with a double cross and insert your new answer with a single cross, for example:

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>I do not have an opinion</b>
--------------------------	-----------------	--------------	-----------------------	---------------------------------

**There is a time limit of 30 (thirty) minutes on this questionnaire**

When answering the questions please remember the following:

1. Answer every question..
2. Do not spend too much time considering your answers. The information given in a question may not be as comprehensive as you would wish, but answer as best you can.
3. Try to avoid the last option - “I do not have an opinion” - whenever possible.
4. Be as honest and truthful as you can. Don’t give an answer just because it seems to be the right thing to say.



## **SECTION B : QUESTIONS**

1. Most police officers deliberately fill up their state vehicles before a fuel price increase takes effect, so as to save cost on fuel consumption.

Strongly disagree	Disagree	Agree	Strongly agree	I do not have an opinion
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2. A lot more money would be saved compared to what is currently the case, if police officers filled state vehicles with fuel before a fuel price increase took effect.

Strongly disagree	Disagree	Agree	Strongly agree	I do not have an opinion
-------------------	----------	-------	----------------	--------------------------

3. Police officers believe that it is more important to know how many times they fill the tank of their private vehicles every month compared to the state vehicles that they use.

Strongly disagree	Disagree	Agree	Strongly agree	I do not have an opinion
-------------------	----------	-------	----------------	--------------------------

4. Police officers believe that it is more important to keep record of how much money they spend on fuel for their private vehicles compared to the state vehicles they use.

Strongly disagree	Disagree	Agree	Strongly agree	I do not have an opinion
-------------------	----------	-------	----------------	--------------------------

5. Most police officers know the fuel consumption per 100km of the state vehicles they drive.

Strongly disagree	Disagree	Agree	Strongly agree	I do not have an opinion
-------------------	----------	-------	----------------	--------------------------

6. Most police officers believe that it is important when planning their route to know how far their state vehicles can travel on a full tank of fuel.

Strongly disagree	Disagree	Agree	Strongly agree	I do not have an opinion
-------------------	----------	-------	----------------	--------------------------

7. Most police officers believe that it is important to know the capacity of a state vehicle's fuel tank.

Strongly disagree	Disagree	Agree	Strongly agree	I do not have an opinion
-------------------	----------	-------	----------------	--------------------------

8. Most police officers believe that it is important to manage a state vehicle's fuel consumption.

Strongly disagree	Disagree	Agree	Strongly agree	I do not have an opinion
-------------------	----------	-------	----------------	--------------------------

9. Most police officers believe that it is important to know the price of fuel per liter at all times so as to save money, but do not consider this when it comes to driving state vehicles.

Strongly disagree	Disagree	Agree	Strongly agree	I do not have an opinion
-------------------	----------	-------	----------------	--------------------------

10. Police officers always service state vehicles as required by the vehicle's maintenance booklet.

Strongly disagree	Disagree	Agree	Strongly agree	I do not have an opinion
-------------------	----------	-------	----------------	--------------------------

11. If a vehicle is serviced regularly and on time as prescribed in its maintenance booklet, the vehicle will be more fuel-efficient compared to when it is not serviced regularly and on time.

Strongly disagree	Disagree	Agree	Strongly agree	I do not have an opinion
-------------------	----------	-------	----------------	--------------------------

12. It is important to inspect a vehicle on a regular basis so as to prevent potential fuel inefficiency.

Strongly disagree	Disagree	Agree	Strongly agree	I do not have an opinion
-------------------	----------	-------	----------------	--------------------------

13. The condition of a vehicle's tyres does not have an impact on the fuel efficiency of a vehicle.

Strongly disagree	Disagree	Agree	Strongly agree	I do not have an opinion
-------------------	----------	-------	----------------	--------------------------

**14. Tyre pressure does have an impact on the fuel efficiency of a vehicle.**

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>I do not have an opinion</b>
--------------------------	-----------------	--------------	-----------------------	---------------------------------

**15. Most police officers fill up their state vehicles every time they stop at a fuel supplier.**

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>I do not have an opinion</b>
--------------------------	-----------------	--------------	-----------------------	---------------------------------

**16. Most police officers take care not to park state vehicles in the sun as this could contribute to loss of fuel in the fuel tank.**

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>I do not have an opinion</b>
--------------------------	-----------------	--------------	-----------------------	---------------------------------

**17. Most police officers believe that it is not important to know by how much the fuel price has increased.**

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>I do not have an opinion</b>
--------------------------	-----------------	--------------	-----------------------	---------------------------------

**18. Most police officers believe that it is not important to know by how much the fuel price has decreased.**

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>I do not have an opinion</b>
--------------------------	-----------------	--------------	-----------------------	---------------------------------

**19. Most police officers treat state vehicles the same way they treat their privately owned vehicles.**

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>I do not have an opinion</b>
--------------------------	-----------------	--------------	-----------------------	---------------------------------

**END**

**THANK YOU**

**Annexure ‘E’**

**20-Item SAPS vehicle fuel and oil management policy knowledge test**

## RESEARCH QUESTIONNAIRE: KNOWLEDGE TEST

This questionnaire is divided into two sections, namely:

- A. Biographical information
- B. Questions on the knowledge of South African Police members regarding fuel and oil management in the South African Police Service

### TO BE COMPLETED BY PARTICIPANT

I, \_\_\_\_\_, hereby stipulate that I am a voluntary participant in this study on Fuel and Oil Management in the South African Police Service.

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Time**

\_\_\_\_\_  
**Police Station**

\_\_\_\_\_  
**Section/Component**

**CONFIDENTIALITY NOTICE**

**All information provided by participants in this questionnaire is strictly confidential. At no time shall this information be used for a purpose external to the aims of the research project.**

**SECTION A: BIOGRAPHICAL INFORMATION**

**Surname** \_\_\_\_\_

**First name** \_\_\_\_\_

**Second name** \_\_\_\_\_

**Age** \_\_\_\_\_

**Gender** \_\_\_\_\_

**Race** \_\_\_\_\_

**Rank** \_\_\_\_\_

**Number of years experience in  
the SAPS** \_\_\_\_\_

**Driver's license obtained (Year)** \_\_\_\_\_

## INSTRUCTIONS FOR COMPLETING SECTION B

There are twenty (20) questions. Each question has four or more possible answers.

For example:

In order to get a driver's license you need to:

- ☐ Own a vehicle
- ☐ Fill up the fuel tank of your vehicle
- ☐ Take the vehicle for a roadworthy test
- ☐ Pass a driver's license test

Choose amongst the possible answers by indicating your choice with a cross. For example:

In order to get a driver's license you need to:

- ☐ Own a vehicle
- ☐ Fill up the fuel tank of your vehicle
- ☐ Take the vehicle for a roadworthy test
- ☒ Pass a driver's license test

If you wish to change an answer, please mark it clearly with a double cross and insert your new answer with a single cross, for example.

In order to renew your driver's license, you need to:

- ☒ Make a booking for a driver's license test
- ☐ First pass the learner's license test again
- ☐ Contact Home Affairs
- ☒ Renew the license at the Licensing Department

**There is a time limit of 30 (thirty) minutes on this questionnaire**

When answering the questions please remember the following:

1. Make sure you answer every question.
2. Choose the most correct answer<sup>143</sup>

## **SECTION B: QUESTIONS**

**1. All authorised drivers of state motor vehicles must be conversant with:**

- ☐ A: Standing Force Order 3A of 1987 (National Instructions)
- ☐ B: Standing Force Order (General) 3A of 1986 (National Instruction)
- ☐ C: Standing Force Order (General) 3A of 1985 (National Instruction)
- ☐ D: None of the above

**2. For a member of the South African Police Service to get authorisation for driving a state motor vehicle he/she needs the following official document:**

- ☐ A: Valid driver's licence
- ☐ B: Valid learner's licence
- ☐ C: Valid driver's licence and approval granted by the accounting officers as an authorised driver.
- ☐ D: A and B
- ☐ E: None of the above

**3. The purpose of the official document kept in all the state vehicles is:**

- ☐ A: To exercise control and to reflect a true record of the use of a South African Police Service vehicle
- ☐ B: To exercise control and reflect a true record used for inspection purposes
- ☐ C: To keep for audit purposes
- ☐ D: A, B and C
- ☐ E: None of the above

**4. The official document that needs to be kept in the state vehicle at all times is:**

- ☐ A: The SAP 132(a) and (b)
- ☐ B: The SAP 132(a)
- ☐ C: The SAP 132(b)
- ☐ D: None of the above



**5. Each time the fuel tank of the state vehicle is filled, the transaction must be recorded:**

- ☐ A: At the back of the SAP 132(a)
- ☐ B: At the back of the SAP 132(b)
- ☐ C: At the back of the SAP 132(a) and (b)
- ☐ D: None of the above

**6. Whenever a driver receives and signs for a state vehicle it is important to:**

- ☐ A: Check that the police vehicle is roadworthy
- ☐ B: Check the tyres and the fuel level of the police vehicle
- ☐ C: Check that the official document is completed correctly by the previous driver of the police vehicle
- ☐ D: A, B and C
- ☐ E: None of the above

**7. On receiving a fuel slip from a fuel attendant, the member must act as follows:**

- ☐ A: Sign the slip and leave it with the attendant to collect at the end of the month
- ☐ B: It is not necessary to keep records of petrol transactions on the reverse side of the official document if the fuel slip/receipt is available
- ☐ D: It is necessary to keep the original of the slip so that you can reflect it at the end of the month
- ☐ E: None of the above

**8. When signing the official document, for the keys of a state vehicle , the respective member:**

- ☐ A: Is not responsible for the vehicle's petrol card
- ☐ B: Is responsible for the vehicle's petrol card
- ☐ C: The petrol card is kept at the Community Safety Centre and is the Commander's responsibility
- ☐ D: All of the above
- ☐ E: None of the above

**9. It is the responsibility of each driver when receiving the fuel slip from the attendant to verify that:**

- ☐ A: The kilometre reading, registration number and litre intake are correct before placing his/her signature on the petrol slip/receipt (Fuel Card Manual).
- ☐ B: The litre intake and kilometre reading are correct before placing his/her signature on the petrol slip/receipt.
- ☐ C: The registration number and kilometre reading are correct before placing his/her signature on the petrol slip/receipt
- ☐ D: All of the above
- ☐ E: None of the above

**10. When signing a fuel slip/receipt, the member must include:**

- ☐ A: Their identity number and surname
- ☐ B: Their persal and identity number
- ☐ C: Their persal number and surname
- ☐ D: None of the above
- ☐ E: A and B

**11. A police official is entitled to travel with a state vehicle between his/her residence and place of work:**

- ☐ A: Only if authority is granted by the Station Commissioner
- ☐ B: No authority needed, because the state vehicle is the direct responsibility of the driver
- ☐ C: None of the above
- ☐ D: A and B
- ☐ E: A police official is responsible for his/her own transport between residence and place of work

**12. A member of the South African Police Service may transport his/her immediate family to their places of employment, diverting from their official rout:**

- ☐ A: Only if authority is granted by the Station Commissioner or direct Commander
- ☐ B: Authority is granted by their direct commander
- ☐ C: No authority is needed if not diverting from their official route
- ☐ D: No member is permitted to convey any immediate family in a police vehicle to his/her place of employment
- ☐ E: A and B
- ☐ F: None of the above

**13. In a normal situation all South African Police Service drivers are permitted to exceed speed limits, disobey road signs and ignore the rules and regulations of the Road Traffic Act because:**

- ☐ A: They are authorised by their Departmental Orders
- ☐ B: They do not fall under the Laws of the Road Traffic Act
- ☐ C: They do fall under the Laws of the Road Traffic Act and cannot disobey as in the above statement
- ☐ D: None of the above

**14. The duties of weekly inspections on state vehicles and making inspection entries on the reverse side of the official document belong to:**

- ☐ A: The Immediate Commander
- ☐ B: The Station Commissioner
- ☐ C: The driver of the vehicle
- ☐ D: A, B and C
- ☐ E: None of the above

**15. In the column at the back of the official document for the fuel and engine oil, the following must be recorded:**

- ☐ The date and quantity of fuel received
- ☐ The quantity of fuel received
- ☐ The date, origin of receipt and quantity of fuel
- ☐ All of the above
- ☐ None of the above

**16. The fuel card was introduced into the SAPS to:**

- ☐ A: Minimise corruption
- ☐ B: To raise efficiency of administration
- ☐ C: Raise efficiency of administration and to decrease the burden of fuel administration
- ☐ D: None of the above
- ☐ E: B and C

**17. WestBank, the contractor, will supply a monthly statement for each state vehicle. This can be used by the commanders as follows:**

- ☐ A: To determine where the member has travelled with the vehicle
- ☐ B: The statement will show how much fuel was supplied to the vehicle
- ☐ C: It will show how much fuel was supplied and what the fuel consumption was
- ☐ D: All of the above
- ☐ E: None of the above

**18. After a state vehicle has been given fuel and oil by the supplier, the driver will be in possession of a speed point slip or a sales voucher. These slips serves as:**

- ☐ A: Proof of transaction
- ☐ B: Proof of transaction and must be used as source document
- ☐ C: Proof of transaction, must be used as source document to certify fuel and oil consumption at the end of the month
- ☐ D: A and B
- ☐ E: None of the above
- ☐ F: All of the above

**19. The entries of all fuel and oil transactions that are recorded at the back of the official document by the member every time he/she put fuel in a state vehicle must be:**

- ☐ A: Compared with the speed point slips
- ☐ B: Handed in at Logistics
- ☐ C: Compared with the speed point slips and sales vouchers on hand
- ☐ D: A and B
- ☐ E: None of the above
- ☐ F: All of the above

**20. All transactions regarding fuel must be:**

- ☐ A: Certified as correct daily
- ☐ B: Certified as correct or incorrect weekly
- ☐ C: Certified as correct or incorrect monthly
- ☐ D: None of the above

Any recommendations from your side on what the SAPS can do to improve fuel/oil management?.....

.....

.....

**END**

**THANK YOU**

### **Annexure ‘F’**

**SAPS quantity list of vehicles per station, at the time of conducting the study**

PROVINCE DESCRIPTION	SD	AG	A	AV	AUT	B	BU	EV	EMV	F	4W	H	JS	LCV	MB	MPV	PV	RW	SUV	T	TR	2W	Grand Total
SD = Store description; AG = Agriculture; A = Airplane; AM = Armored vehicles; AUT = Automobiles; B = Boats; BU = Busses; EV = Electric vehicles; EMV = Emergency vehicle; F = Forklift; 4W = Four wheelers; H = Helicopter; LCV = Light commercial vehicles; MPV = Multipurpose vehicle; MB = Mini-busses; PV = Panel van; JS = Jet-ski; RW = Road-works; SUV = Sport utility vehicle; T = Trailers; TR = Trucks; 2W = Two wheelers																							
EASTERN CAPE	ABERDEEN-CONTR. SUBCOMPONENT				5									8	1					1			15
	ADDO-CONTR. SUBCOMPONENT													8								1	9
	ADELAIDE-CONTR. SUBCOMPONENT				6									15	1					2	1	1	26
	AFSONDERING- CONTR. SUBCOMPONENT													9									9
	ALEXANDRIA- CONTR. SUBCOMPONENT				4									9						1		1	15
	ALGOAPARK- CONTR. SUBCOMPONENT				12									14	1					1	1		29
	ALICE-CONTR. SUBCOMPONENT				13									24	1					1	1		40
	ALICEDALE-CONTR. SUBCOMPONENT				1									6	1					1			9
	ALIWAL NORTH- CONTR. SUBCOMPONENT				24		1				3			68	4				1	11	1	4	117
	AVONDALE-CONTR. SUBCOMPONENT													7									7
	BALFOUR-CONTR. SUBCOMPONENT													8						1			9
	BARKLY EAST- CONTR.				5						1			24	1					9	1	2	43



SUBCOMPONENT																						
BATHURST-CONTR. SUBCOMPONENT				1									7									8
BAVIAANSKLOOF- CONTR. SUBCOMPONENT				1									5									6
BEACON BAY- CONTR. SUBCOMPONENT				7									14	1					1		2	25
BEDFORD-CONTR. SUBCOMPONENT				2									14									16
BELL-CONTR. SUBCOMPONENT										1			10									11
BERLIN-CONTR. SUBCOMPONENT				3									10									13
BETHELSDORP- CONTR. SUBCOMPONENT				12									27	2					1	2	1	45
BHISHO-CONTR. SUBCOMPONENT				10									20	3					1	1		35
BHOLO-CONTR. SUBCOMPONENT													6									6
BHOLOTHWA- CONTR. SUBCOMPONENT				1									8									9
BITYI-CONTR. SUBCOMPONENT				3									10	1					1			15
BLUEWATER- CONTR. SUBCOMPONENT													11									11
BRIDGE CAMP- CONTR. SUBCOMPONENT													6									6
BUFFALO FLATS- CONTR.				13									10						1	1		25

SUBCOMPONENT																						
BURGERSDORP- CONTR. SUBCOMPONENT				1									17	2					2		1	23
BUTTERWORTH- CONTR. SUBCOMPONENT				36		1							59	1					3			100
CALA-CONTR. SUBCOMPONENT				5									15	1					1	1		23
CAMBRIDGE- CONTR. SUBCOMPONENT	1			27		1							24	4					2	1		60
CATHCART-CONTR. SUBCOMPONENT				1									6						2	1	1	11
CEDARVILLE- CONTR. SUBCOMPONENT				2									8									10
CENTANE-CONTR. SUBCOMPONENT				5									23						1			29
CHALUMNA- CONTR. SUBCOMPONENT													8						1			9
CHUNGWA-CONTR. SUBCOMPONENT				2									10						1			13
COFFEE BAY- CONTR. SUBCOMPONENT				1									15	1					1			18
COFIMVABA- CONTR. SUBCOMPONENT				10									21	1					1	1		34
COMMITTEES- CONTR. SUBCOMPONENT													5									5
COOKHOUSE- CONTR.				4									11	2					1			18

SUBCOMPONENT																						
CRADOCK-CONTR. SUBCOMPONENT			1	36									69	8					13	2	4	133
DALASILE-CONTR. SUBCOMPONENT													9									9
DESPATCH-CONTR. SUBCOMPONENT				9									8	1					1		2	21
DIMBAZA-CONTR. SUBCOMPONENT				7									12							1		20
DORDRECHT- CONTR. SUBCOMPONENT				1									11						2			14
DORINGKLOOF- CONTR. SUBCOMPONENT													5						2			7
DUNCAN VILLAGE- CONTR. SUBCOMPONENT				13									17	1				2	1		2	36
DUTYWA-CONTR. SUBCOMPONENT				12									26	2					1	1		42
EAST LONDON- CONTR. SUBCOMPONENT				124	3	2				3			117	11		1		5	20	3	8	297
EAST LONDON- GARAGE				2									3						1			6
EAST LONDON- ICTU													6						3			9
EAST LONDON-POP			6	4		1							17	3					6	2		39
ELANDS HEIGHT- CONTR. SUBCOMPONENT													5									5
ELLIOT-CONTR. SUBCOMPONENT				12									50	1					4	1	2	70

ELLIOTDALE- CONTR. SUBCOMPONENT				4									10	1					1	1		17
EZIBELENI-CONTR. SUBCOMPONENT				5									13									18
FLAGSTAFF-CONTR. SUBCOMPONENT				3									27	2					1	1		34
FLOUKRAAL- CONTR. SUBCOMPONENT													4						1		1	6
FORT BEAUFORT- CONTR. SUBCOMPONENT				13									26	2					1		3	45
FORT BROWN- CONTR. SUBCOMPONENT				1									7								1	9
GELVANDALE- CONTR. SUBCOMPONENT				17									27	2					2	1	2	51
GLEN GREY-CONTR. SUBCOMPONENT													12									12
GONUBIE-CONTR. SUBCOMPONENT				7									10						1		1	19
GRAAFF-REINET- CONTR. SUBCOMPONENT			1	25									47	5					5	2		85
GRAHAMSTOWN- CONTR. SUBCOMPONENT				48									48	3					5	3	5	112
HAMBURG-CONTR. SUBCOMPONENT										1			7									8
HANKEY-CONTR. SUBCOMPONENT				2									11							1		14
HEALDTOWN- CONTR.													8									8

SUBCOMPONENT																						
HENDERSON- CONTR. SUBCOMPONENT													7						1			8
HLABABOMVU- CONTR. SUBCOMPONENT													8									8
HOFMEYR-CONTR. SUBCOMPONENT				3									7	1					1			12
HOGSBACK-CONTR. SUBCOMPONENT				1									7									8
HUMANSDORP- CONTR. SUBCOMPONENT				23									21	1					1	2		48
HUMEWOOD- CONTR. SUBCOMPONENT				43									34						3	1	4	85
HUMEWOOD- GARAGE				6		1							9									16
IDA-CONTR. SUBCOMPONENT													5						1		1	7
IKAMVELIHLE- CONTR. SUBCOMPONENT				8									14									22
ILINGE-CONTR. SUBCOMPONENT				2									8						1			11
INDWE-CONTR. SUBCOMPONENT				2									7								1	10
INYIBIBA-CONTR. SUBCOMPONENT				5									15									20
JAMESTOWN- CONTR. SUBCOMPONENT				2									10						1			13
JANSENVILLE- CONTR.				3									8						1			12

SUBCOMPONENT																						
JEFFREYS BAY- CONTR. SUBCOMPONENT				12						2			22						1		2	39
JOUBERTINA- CONTR. SUBCOMPONENT				1									11									12
JOZA-CONTR. SUBCOMPONENT				10									13	2					1			26
KABEGA PARK- CONTR. SUBCOMPONENT				11									21	1					1	1	1	36
KAMESH-CONTR. SUBCOMPONENT				11									16	1						1		29
KAREEDOUW- CONTR. SUBCOMPONENT				4									3						1			8
KATKOP-CONTR. SUBCOMPONENT													12						1			13
KEI BRIDGE-CONTR. SUBCOMPONENT				3									8									11
KEI MOUTH- CONTR. SUBCOMPONENT				1									10								3	14
KEI ROAD-CONTR. SUBCOMPONENT													6						1			7
KEISKAMMAHOEK- CONTR. SUBCOMPONENT													12	1								13
KENTON ON SEA- CONTR. SUBCOMPONENT				2									8						2			12
KHUBUSIDRIFT- CONTR. SUBCOMPONENT													4						2			6

KIDDS BEACH- CONTR. SUBCOMPONENT				2									5									7
KING WILLIAM'S TOWN-CONTR. SUBCOMPONENT				35		1				2			66	4				2	1	2		113
KINKELBOS-CONTR. SUBCOMPONENT				3									6	1					1			11
KIRKWOOD- CONTR. SUBCOMPONENT				1									15								2	18
KLEINBULHOEK- CONTR. SUBCOMPONENT													6									6
KLIPPLAAT-CONTR. SUBCOMPONENT													9									9
KOLOMANE- CONTR. SUBCOMPONENT													6						1			7
KOMGA-CONTR. SUBCOMPONENT				3									13						2			18
KWAAIMAN- CONTR. SUBCOMPONENT				2									10									12
KWADWESI- CONTR. SUBCOMPONENT				12									14						1			27
KWANOBUHLE- CONTR. SUBCOMPONENT				11									22	2					1	1		37
KWAZAKELE- CONTR. SUBCOMPONENT				22									26	3					1		1	53
LADY FRERE- CONTR. SUBCOMPONENT				1									16						2			19

LADY GREY-CONTR. SUBCOMPONENT													9						1		2	12
LIBODE-CONTR. SUBCOMPONENT				1									19	1					1	1		23
LUKHOLWENI- CONTR. SUBCOMPONENT													11									11
LUSIKISIKI-CONTR. SUBCOMPONENT				5									28						1	1		35
MACLEANTOWN- CONTR. SUBCOMPONENT				3									9						1			13
MACLEAR-CONTR. SUBCOMPONENT				3									15						2	1	2	23
MADEIRA-CONTR. SUBCOMPONENT				9									11	1						2		23
MALETSWAI- CONTR. SUBCOMPONENT				3									8	1					2	2		16
MALUTI-CONTR. SUBCOMPONENT				6						1			44	1					2	2	2	58
MATATIELE-CONTR. SUBCOMPONENT				8									21	1					4			34
MBIZANA-CONTR. SUBCOMPONENT				3									27						1			31
MBIZENI-CONTR. SUBCOMPONENT													9									9
MDANTSANE- CONTR. SUBCOMPONENT			1	56		1							42	4				1	1	3		109
MIDDELBURG(EC)- CONTR. SUBCOMPONENT			1	15									28	1					2		1	48
MIDDLEDRIFT- CONTR.				2									9						1			12



SUBCOMPONENT																						
MLUNGISI-CONTR. SUBCOMPONENT				3									13									16
MOLTENO-CONTR. SUBCOMPONENT				2									12						1		1	16
MOOIPLAAS- CONTR. SUBCOMPONENT													9						1			10
MOTHERWELL- CONTR. SUBCOMPONENT				32		1				2			31	8				2	2	2		80
MOUNT AYLIFF- CONTR. SUBCOMPONENT				11									32	3					1	2		49
MOUNT FLETCHER- CONTR. SUBCOMPONENT				9									27	2					1	1		40
MOUNT FRERE- CONTR. SUBCOMPONENT				11									34	3					3	1		52
MOUNT ROAD- CONTR. SUBCOMPONENT				127	2	3				3			73	7				3	10	6	5	239
MOUNT ROAD- ICTU				1									7	1								9
MOUNT ROAD-POP	1		15	6		1							26	7					15	4	1	76
MOYENI-CONTR. SUBCOMPONENT				1									6						1			8
MPISI-CONTR. SUBCOMPONENT													7									7
MQANDULI- CONTR. SUBCOMPONENT				6									36	3					1	1		47
MSOBOMVU- CONTR.				6									20	2								28

SUBCOMPONENT																						
MTHATHA-CONTR. SUBCOMPONENT	1			75		1							152	6					4	3	4	246
MTHATHA-POP			8	2		1							19	6					5			41
MTONTSASA-CONTR. SUBCOMPONENT				1									9	1								11
MZAMBA-CONTR. SUBCOMPONENT				2									16	1					1			20
NDENGANE POLICE POST-CONTR. SUBCOMPONENT													4									4
NDEVANA-CONTR. SUBCOMPONENT				3									10	1						1		15
NEMATO-CONTR. SUBCOMPONENT				4									8									12
NEW BRIGHTON-CONTR. SUBCOMPONENT				20									21	1				1	3	2		48
NGANGELIZWE-CONTR. SUBCOMPONENT				5									13	2								20
NGCOBO-CONTR. SUBCOMPONENT				1									19	1					1	1		23
NGQAMAKHWE-CONTR. SUBCOMPONENT				5									15						1			21
NGQELENI-CONTR. SUBCOMPONENT				2									17	2					1	1		23
NTABANKULU-CONTR. SUBCOMPONENT													29						1			30
NTABETHEMBA-CONTR.													8						1			9

SUBCOMPONENT																						
P COMM EASTERN CAPE-CI:PC				3									4	1								8
P COMM EASTERN CAPE-DPCI & DET SERV				34		1							22	1		6		8				72
P COMM EASTERN CAPE-EXPLOSIVES				10									26			4						40
P COMM EASTERN CAPE-NEW VEHICLE STORE				1									13									14
P COMM EASTERN CAPE-SCM			2	252	1	7				4			167	35		11		9	23	7	5	523
P COMM EASTERN CAPE-SUPPORT SERV :PC CI				19									6			1						26
PALMIETFONTEIN- CONTR. SUBCOMPONENT				1									6									7
PATENSIE-CONTR. SUBCOMPONENT				3									5									8
PATERSON-CONTR. SUBCOMPONENT				2									6	1					1			10
PEARSTON-CONTR. SUBCOMPONENT				4									7						1			12
PEDDIE-CONTR. SUBCOMPONENT				6						2			24	1					1	1		35
PHUMALANGA- CONTR. SUBCOMPONENT				1									7									8
PORT ALFRED- CONTR. SUBCOMPONENT				18									31	1					1		1	52
PORT ST JOHNS- CONTR.				8									35	1					2	1		47

SUBCOMPONENT																						
PUNZANA-CONTR. SUBCOMPONENT				1									7									8
QUEENSTOWN- CONTR. SUBCOMPONENT				54	1	2				1			60	2					12	6	4	142
QUEENSTOWN-POP			2	5		1							9	4					3		2	26
QUMBU-CONTR. SUBCOMPONENT				3									20	1					1	3		28
RHODES-CONTR. SUBCOMPONENT													6									6
RIEBEECK EAST- CONTR. SUBCOMPONENT													8									8
RIETBRON-CONTR. SUBCOMPONENT													5									5
ROSSOUW-CONTR. SUBCOMPONENT													6									6
SCENERY PARK- CONTR. SUBCOMPONENT				1									9							1		11
SEAFIELD-CONTR. SUBCOMPONENT													5									5
SEVEN FOUNTAINS- CONTR. SUBCOMPONENT				1									9						1			11
SEYMOUR-CONTR. SUBCOMPONENT				2									8									10
SOMERSET EAST- CONTR. SUBCOMPONENT				8									25	1					1		1	36
ST FRANCIS BAY- CONTR. SUBCOMPONENT				2									8	1					1			12

STERKSPRUIT- CONTR. SUBCOMPONENT				2									19	2					1	1		25
STERKSTROOM- CONTR. SUBCOMPONENT				2									9						1		1	13
STEVE VUKILE TSHWETE-CONTR. SUBCOMPONENT				3									10	1								14
STEYNSBURG- CONTR. SUBCOMPONENT													9						1			10
STEYTLERVILLE- CONTR. SUBCOMPONENT													6						1			7
STORMS RIVER- CONTR. SUBCOMPONENT													9	1					1			11
STUTTERHEIM- CONTR. SUBCOMPONENT				8									11	1					1			21
SULENKAMA- CONTR. SUBCOMPONENT				1									12						1			14
SWARTKOPS- CONTR. SUBCOMPONENT	1			7						3			12	1				1			2	27
TABASE-CONTR. SUBCOMPONENT													11									11
TAMARA-CONTR. SUBCOMPONENT				5									11	1					1			18
TARKASTAD- CONTR. SUBCOMPONENT				2									7						1			10
THINA FALLS- CONTR.													7									7

SUBCOMPONENT																						
THOMAS RIVER- CONTR. SUBCOMPONENT													6						1		2	9
THORNHILL CISKEI- CONTR. SUBCOMPONENT													6									6
THORNHILL- CONTR. SUBCOMPONENT				1									7									8
TSOLO-CONTR. SUBCOMPONENT				6						1			31	1					1	1		41
TSOMO-CONTR. SUBCOMPONENT				4									14	1					1			20
TYEFU-CONTR. SUBCOMPONENT										1			6									7
TYLDEN-CONTR. SUBCOMPONENT													7						1			8
UGIE-CONTR. SUBCOMPONENT				1									12						1		2	16
UITENHAGE- CONTR. SUBCOMPONENT				57		1				1			53	5					5	3	4	129
VENTERSTAD- CONTR. SUBCOMPONENT				2									6	1								9
VULINDLELA- CONTR. SUBCOMPONENT				9									13	1						1		24
WALMER-CONTR. SUBCOMPONENT			1	15									21	1								38
WHITTLESEA- CONTR. SUBCOMPONENT				16									21						3	1	1	42

	WILLOWMORE- CONTR. SUBCOMPONENT				4								13	1					1			19
	WILLOWVALE- CONTR. SUBCOMPONENT				4								19	1					1			25
	WOLWEFONTEIN- CONTR. SUBCOMPONENT				2								4									6
	ZAMUXOLO- CONTR. SUBCOMPONENT												5									5
	ZELE-CONTR. SUBCOMPONENT												9	1					1			11
	ZWELITSHA- CONTR. SUBCOMPONENT				11								13	1					1	2		28
<b>EASTERN CAPE Total</b>		<b>4</b>		<b>38</b>	<b>1,85 7</b>	<b>7</b>	<b>28</b>				<b>32</b>		<b>3,61 8</b>	<b>226</b>		<b>23</b>		<b>35</b>	<b>297</b>	<b>105</b>	<b>103</b>	<b>6,373</b>
<b>FREE STATE</b>	ALLANRIDGE- CONTR. SUBCOMPONENT				5								11						2			18
	ARLINGTON- CONTR. SUBCOMPONENT				2								7						2			11
	BAINSVLEI-CONTR. SUBCOMPONENT				4								11	1					2		2	20
	BATHO-CONTR. SUBCOMPONENT				7								14						1	1		23
	BAYSWATER- CONTR. SUBCOMPONENT				6								10						2		1	19
	BETHLEHEM- CONTR. SUBCOMPONENT				49	1							61	5		1			15	1	3	136

BETHLEHEM-POP			8	2									19	8		1			11	1		50
BETHULIE-CONTR. SUBCOMPONENT				2						2			14	1					6	1	2	28
BLOEMSPRUIT- CONTR. SUBCOMPONENT				7						3			36	3		1			3	1	7	61
BOITHUSO-CONTR. SUBCOMPONENT				3									24						2	1		30
BOSHOF-CONTR. SUBCOMPONENT				2									8						3			13
BOTHAVILLE- CONTR. SUBCOMPONENT				7									19						1	1	2	30
BOTSHABELO- CONTR. SUBCOMPONENT				7									26	1					2	1	2	39
BRANDFORT- CONTR. SUBCOMPONENT				1									13						4	1	2	21
BRONVILLE-CONTR. SUBCOMPONENT				3									15									18
BULTFONTEIN- CONTR. SUBCOMPONENT				7									25	3					5	2	2	44
CLARENS-CONTR. SUBCOMPONENT				1									10								1	12
CLOCOLAN-CONTR. SUBCOMPONENT				4									13						2	1		20
CORNELIA-CONTR. SUBCOMPONENT													9									9
DEALESVILLE- CONTR. SUBCOMPONENT				3									7						3			13
DENEYSVILLE- CONTR.				1	1								10						2		3	17



SUBCOMPONENT																						
DEWETSDORP- CONTR. SUBCOMPONENT				2									7						1			10
EDENBURG-CONTR. SUBCOMPONENT				5									5						2			12
EDENVILLE-CONTR. SUBCOMPONENT				1									6	1					1		1	10
EXCELSIOR-CONTR. SUBCOMPONENT													6						1			7
FAURESMTIH- CONTR. SUBCOMPONENT				1									10									11
FICKSBURG-CONTR. SUBCOMPONENT				10						1			36	5					6	2		60
FOURIESBURG- CONTR. SUBCOMPONENT				1						1			14						7	1		24
GARIEPDAM- CONTR. SUBCOMPONENT				1	1								8						1			11
GLEN-CONTR. SUBCOMPONENT				3									5						1			9
GOEDEMOED- CONTR. SUBCOMPONENT				1									5						1			7
HARRISMITH- CONTR. SUBCOMPONENT				8									21	1					1	1		32
HEIDEDAL-CONTR. SUBCOMPONENT				6									9	2					2			19
HEILBRON-CONTR. SUBCOMPONENT				3						1			20						5	1	6	36
HENNENMAN- CONTR.				3									14	1								18

SUBCOMPONENT																						
HERTZOGVILLE- CONTR. SUBCOMPONENT				2									7						2	1	1	13
HEUNINGSPRUIT- CONTR. SUBCOMPONENT				1									6	1					1			9
HOBHOUSE- CONTR. SUBCOMPONENT				1					1				10						1			13
HOOPSTAD-CONTR. SUBCOMPONENT				2									7						2			11
JACOBSDAL- CONTR. SUBCOMPONENT				2									9						1		1	13
JAGERSFONTEIN- CONTR. SUBCOMPONENT				3									7						1			11
KAGISANONG- CONTR. SUBCOMPONENT				8									23						1			32
KESTELL-CONTR. SUBCOMPONENT				1						2			18						4	1		26
KOFFIEFONTEIN- CONTR. SUBCOMPONENT				7									14	4					5		2	32
KOMMISSIEPOORT- CONTR. SUBCOMPONENT													6									6
KOPANONG- CONTR. SUBCOMPONENT				2									16	1					1	1		21
KOPPIES-CONTR. SUBCOMPONENT				4									8						2			14
KROONSTAD- CONTR.			1	33									44	4					5	3	2	92

SUBCOMPONENT																						
LADYBRAND- CONTR. SUBCOMPONENT				11						1			43	3					9	2	1	70
LINDLEY-CONTR. SUBCOMPONENT													10						2		1	13
LUCKHOFF-CONTR. SUBCOMPONENT				3									4									7
MAFUBE-CONTR. SUBCOMPONENT				8									14	1					5	1	1	30
MAKWANE-CONTR. SUBCOMPONENT				3									13							1	1	18
MANGAUNG- CONTR. SUBCOMPONENT				13									37	4					4	3		61
MAOKENG-CONTR. SUBCOMPONENT				3									25	2					3	1		34
MARQUARD- CONTR. SUBCOMPONENT													9									9
MELODING-CONTR. SUBCOMPONENT				5									12								3	20
MEMEL-CONTR. SUBCOMPONENT				1									10						1			12
NAMAHADI- CONTR. SUBCOMPONENT													20						1	1	2	24
NAVALSIG-CONTR. SUBCOMPONENT				12			1						12	1					3			29
ODENDAALSRUS- CONTR. SUBCOMPONENT				10									23	1					5	3	1	43
ORANJEVILLE- CONTR.				2									6						1		1	10

SUBCOMPONENT																						
P COMM FREE STATE-EXPLOSIVES						1							9			2			4			16
P COMM FREE STATE-NEW VEHICLE STORE												45	4		2					2		53
P COMM FREE STATE-PROV HEAD PSS FREE S				1					1			29								1		32
P COMM FREE STATE-SCM				184		12			1			71	46		17		11	14	7			363
PARK ROAD- CONTR. SUBCOMPONENT				158	2	1			1	2		1	113	12				4	25	11	13	343
PARK ROAD- GARAGE				2					1			4						3	3			13
PARK ROAD-ICTU												8						9				17
PARK ROAD-POP			18	3								34	20					15	5			95
PARYS-CONTR. SUBCOMPONENT			1	10	1							9						2				23
PAUL ROUX- CONTR. SUBCOMPONENT				3								7						1				11
PETRUS STEYN- CONTR. SUBCOMPONENT				1								7	1					2				11
PETRUSBURG- CONTR. SUBCOMPONENT				1								9										10
PHILIPPOLIS- CONTR. SUBCOMPONENT				2								7						1	1			11
PHUTHADITJHABA- CONTR.				24					1			88	5		1		2	7	7	5		140

SUBCOMPONENT																						
REDDERSBURG- CONTR. SUBCOMPONENT				2									10						2			14
REITZ-CONTR. SUBCOMPONENT				4									7	2					2		2	17
ROADSIDE-CONTR. SUBCOMPONENT				1									4						2			7
ROSENDAL-CONTR. SUBCOMPONENT				1									7						2			10
ROUXVILLE-CONTR. SUBCOMPONENT				2									6	1								9
SASOLBURG- CONTR. SUBCOMPONENT				43						2			33	3		1			8	2	2	94
SELOSESHA-CONTR. SUBCOMPONENT				27									50	5				2	1	1	2	88
SENEKAL-CONTR. SUBCOMPONENT				5									10						3			18
SMITHFIELD- CONTR. SUBCOMPONENT				3									14						1			18
SOUTPAN-CONTR. SUBCOMPONENT													8						1			9
SPRINGFONTEIN- CONTR. SUBCOMPONENT				2									10									12
STEUNMEKAAR- CONTR. SUBCOMPONENT													5									5
STEYNSRUS- CONTR. SUBCOMPONENT				2									8									10
THABA-NCHU- CONTR.				4									14	1					1			20

SUBCOMPONENT																						
THABONG-CONTR. SUBCOMPONENT				55						2			62	6		1		1	7	1	5	140
THEUNISSEN- CONTR. SUBCOMPONENT				6									13						2			21
TIERPOORT-CONTR. SUBCOMPONENT				1									10						1			12
TROMPSBURG- CONTR. SUBCOMPONENT				7									12	2					1			22
TSEKI-CONTR. SUBCOMPONENT				1						1			22						1		2	27
TSEENG-CONTR. SUBCOMPONENT				1									23									24
TUMAHOLE- CONTR. SUBCOMPONENT				11									15	3					2			31
TWEELING-CONTR. SUBCOMPONENT													6						2			8
TWEESPRUIT- CONTR. SUBCOMPONENT				1									6						1			8
VAN STADENSUS- CONTR. SUBCOMPONENT				2									4									6
VENTERSBURG- CONTR. SUBCOMPONENT				5									6	1					1	3		16
VERKEERDEVLEI- CONTR. SUBCOMPONENT				4									6						1			11
VERKYKERSKOP- CONTR. SUBCOMPONENT													6	1					1			8

VIERFONTEIN- CONTR. SUBCOMPONENT				1								10						3			14
VILJOENSDRIF- CONTR. SUBCOMPONENT				2								6						1			9
VILJOENSKROON- CONTR. SUBCOMPONENT				4								13	1						1		19
VILLIERS-CONTR. SUBCOMPONENT				5					1			8						3		2	19
VIRGINIA-CONTR. SUBCOMPONENT				11								19	1					1	1	1	34
VREDE-CONTR. SUBCOMPONENT				4					2			21	1					6	1	4	39
VREDEFORT- CONTR. SUBCOMPONENT				2								7						1		1	11
WANDA-CONTR. SUBCOMPONENT												6									6
WARDEN-CONTR. SUBCOMPONENT				1								8									9
WELKOM-CONTR. SUBCOMPONENT				81	2						1	72	7				1	9	3		176
WELKOM-GARAGE				1								4						1	1		7
WELKOM-ICTU												3						3			6
WELKOM-POP			5	3								25	9					9	4		55
WEPENER-CONTR. SUBCOMPONENT				2					3			13	1					5	1	2	27
WESSELSBRON- CONTR. SUBCOMPONENT				3								12						2	1	1	19

	WINBURG-CONTR. SUBCOMPONENT				4								6						3			13	
	ZAMDELA-CONTR. SUBCOMPONENT				8								29	1					1	1		40	
	ZASTRON-CONTR. SUBCOMPONENT												14						1		1	16	
FREE STATE Total				33	1,01 6	8	14	1		2	28		2	2,03 4	188		27		21	332	93	94	3,893
GAUTENG	ACTONVILLE- CONTR. SUBCOMPONENT				16		1						15	1				1			1	35	
	AKASIA-CONTR. SUBCOMPONENT				20								29	1					1	1	3	55	
	ALBERTON-CONTR. SUBCOMPONENT				28								18						5	1		52	
	ALEXANDRA- CONTR. SUBCOMPONENT				55		1						36	6				5	1	7		111	
	ATTERIDGEVILLE- CONTR. SUBCOMPONENT				21								33					1	1	3		59	
	BEDFORDVIEW- CONTR. SUBCOMPONENT				28								14	1						1		44	
	BEKKERSDAL- CONTR. SUBCOMPONENT				12								21	2						1		36	
	BENONI-CONTR. SUBCOMPONENT				141	1	2					1	55	7				4	7	3	2	223	
	BENONI-GARAGE			1	7					1			24						5	5		43	
	BOIPATONG- CONTR. SUBCOMPONENT				8								16									24	
BOKSBURG NORTH- CONTR.				27								22	1					2	1		53		



SUBCOMPONENT																						
BOKSBURG-CONTR. SUBCOMPONENT				14									26						8	2	1	51
BOOYSENS-CONTR. SUBCOMPONENT				63					7				24	3					4	1	1	103
BOSCHKOP-CONTR. SUBCOMPONENT				5		1							17					1			2	26
BRACKENDOWNS- CONTR. SUBCOMPONENT				25					4				13	1					1	1	2	47
BRAKPAN-CONTR. SUBCOMPONENT				38		1							28	2					1	5	1	76
BRAMLEY-CONTR. SUBCOMPONENT				21		1							22	1					1			46
BRIXTON-CONTR. SUBCOMPONENT				89	1	1							25	1		7		1	4	2		131
BRONKHORSTSPRU IT-CONTR. SUBCOMPONENT				12		1							41	2				1	2	4	2	65
BROOKLYN-CONTR. SUBCOMPONENT				42					2				24	1					2	2	3	76
CARLETONVILLE- CONTR. SUBCOMPONENT				32		1							36	3				2	3	5	1	83
CLEVELAND- CONTR. SUBCOMPONENT				22									20						2	1	1	46
CRYSTALPARK- CONTR. SUBCOMPONENT				11									13					1		1		26
CULLINAN-CONTR. SUBCOMPONENT				3									34	3					2	2		44
DAVEYTON-CONTR. SUBCOMPONENT				20		1							12						1	2		36

DAWN PARK- CONTR. SUBCOMPONENT				14								15							1		30
DE DEUR-CONTR. SUBCOMPONENT				16								25	3					1		2	47
DEVON-CONTR. SUBCOMPONENT				5								11	1								17
DIEPKLOOF-CONTR. SUBCOMPONENT				28								22	1					1	1		53
DIEPSLOOT-CONTR. SUBCOMPONENT				12								23							1		36
DOBSONVILLE- CONTR. SUBCOMPONENT				30								28	2					1	1		62
DOUGLASDALE- CONTR. SUBCOMPONENT			2	28								24	2					2	3		61
DUBE-CONTR. SUBCOMPONENT				4								17	1						1		23
DUDUZA-CONTR. SUBCOMPONENT				12								17	2					1			32
DUNNOTTAR- CONTR. SUBCOMPONENT				6								14									20
EDENPARK-CONTR. SUBCOMPONENT				11								21							2		34
EDENVALE-CONTR. SUBCOMPONENT			1	17		1						21	1					3	2		46
EERSTERUST- CONTR. SUBCOMPONENT				12		1						15	1							1	30
EKANGALA-CONTR. SUBCOMPONENT				15								20	1								36
ELDORADO PARK- CONTR.				26								27						1	1		55

SUBCOMPONENT																						
ELSBURG-CONTR. SUBCOMPONENT				16									19	1								36
ENNERDALE- CONTR. SUBCOMPONENT				11									25	1					1	1		39
ERASMIA-CONTR. SUBCOMPONENT				10						3			24	2					1		3	43
ETWATWA-CONTR. SUBCOMPONENT				12									18									30
EVATON-CONTR. SUBCOMPONENT				19									38	1						2		60
FAIRLAND-CONTR. SUBCOMPONENT				16									15	1					1	1		34
FLORIDA-CONTR. SUBCOMPONENT				20									22									42
FOCHVILLE-CONTR. SUBCOMPONENT				8									19	1				1	1	2	1	33
GA-RANKUWA- CONTR. SUBCOMPONENT				44		1							46	1					1	4		97
GARSFONTEIN- CONTR. SUBCOMPONENT				26									25	1					1	1	2	56
GERMISTON- CONTR. SUBCOMPONENT				185		2							56	3					6	6		258
HAMMANSKRAAL- CONTR. SUBCOMPONENT				10									21	3				1		1		36
HEIDELBERG (GP)- CONTR. SUBCOMPONENT				18									20	2				1	1	1		43
HEKPOORT-CONTR.				3									19	1					1			24

SUBCOMPONENT																						
HERCULES-CONTR. SUBCOMPONENT				14									22	1				1		1		39
HILLBROW-CONTR. SUBCOMPONENT				104		1				2			45	17				2	2	9	1	183
HONEYDEW- CONTR. SUBCOMPONENT				56		1				4			56	12				1	3	4		137
IVORY PARK- CONTR. SUBCOMPONENT				15									24	1						1		41
JABULANI-CONTR. SUBCOMPONENT				31									17	1					1	2		52
JEPPE-CONTR. SUBCOMPONENT				40						2			31	1					3	2	2	81
JHB CENTRAL- CONTR. SUBCOMPONENT			1	185		3							75	9				3	9	19	16	320
JHB CENTRAL- GARAGE	1		1	3					1				13	1						3		23
JHB CENTRAL-POP			28	13		6							42	20				21	13	5		148
KAGISO-CONTR. SUBCOMPONENT				26									25	1					1	2	6	61
KAMEELDRIFT- CONTR. SUBCOMPONENT				6									21	4						1	1	33
KATLEHONG NORTH-CONTR. SUBCOMPONENT				16									27							2		45
KATLEHONG- CONTR. SUBCOMPONENT				40		1							48	8				3	2	5	2	109
KEMPTON PARK- CONTR.			2	42									31	2				1		4		82

SUBCOMPONENT																						
KHUTSONG- CONTR. SUBCOMPONENT				20									17	1						2		40
KLIPRIVIER-CONTR. SUBCOMPONENT				7									25	1						1		34
KLIPTOWN-CONTR. SUBCOMPONENT				20									28	2					2	2		54
KRUGERSDORP- CONTR. SUBCOMPONENT				126		2							53	3					5	6	1	196
KWA THEMA- CONTR. SUBCOMPONENT				16									18	2					1	1		38
LANGLAAGTE- CONTR. SUBCOMPONENT				33									26	3				1	2	1		66
LAUDIUM-CONTR. SUBCOMPONENT				16									15							1	2	34
LENASIA SOUTH- CONTR. SUBCOMPONENT				15									18	2						1		36
LENASIA-CONTR. SUBCOMPONENT				23									17	2					1	1		44
LINDEN-CONTR. SUBCOMPONENT				22									24	1					2	1	1	51
LOATE-CONTR. SUBCOMPONENT				14									28						1	1		44
LYTTELTON-CONTR. SUBCOMPONENT				37									29	4				1	1	2	1	75
MABOPANE- CONTR. SUBCOMPONENT				20									21	1					1	1	2	46
MAGALIESBURG- CONTR.				7									29	1								37

SUBCOMPONENT																						
MAMELODI EAST- CONTR. SUBCOMPONENT				25									18						1	1		45
MAMELODI- CONTR. SUBCOMPONENT				34		1							38	1					1	4	1	80
MEADOWLANDS- CONTR. SUBCOMPONENT				30									35	1					1	1		68
MEYERTON- CONTR. SUBCOMPONENT				45									36	2					4	2	4	93
MIDRAND-10111 COMMAND CENTRE				5		7							1	14								27
MIDRAND-CONTR. SUBCOMPONENT				20									35	3						1		59
MIDRAND-ICTU				3		1							13	1								18
MOFFATVIEW- CONTR. SUBCOMPONENT				24						2			18							2	3	49
MONDEOR-CONTR. SUBCOMPONENT				19									24	1				1		1		46
MOROKA-CONTR. SUBCOMPONENT				91		1							38	12				3	3	15	1	164
MULDERSDRIFT- CONTR. SUBCOMPONENT				4									28	1				3		1		37
NALEDI-CONTR. SUBCOMPONENT				12									14	1					1			28
NIGEL-CONTR. SUBCOMPONENT				9									15	1					1			26
NORKEMPARK- CONTR.				16									22	1								39

SUBCOMPONENT																						
NORWOOD- CONTR. SUBCOMPONENT				20									20	1					1	1		43
OLIEVENHOUTBOS CH-CONTR. SUBCOMPONENT				5									17	1					1			24
OLIFANTSFONTEIN- CONTR. SUBCOMPONENT				12									20	1				1	1	1		36
ORANGE FARMS- CONTR. SUBCOMPONENT				20									32	1					1	1		55
ORLANDO-CONTR. SUBCOMPONENT				58		1							31						1	3		94
P COMM GAUTENG-CI:PC				321									53	6					1			381
P COMM GAUTENG-CONTR. SUBCOMPONENT	1			452		5				2			76	53		7		6	9	8		619
P COMM GAUTENG-DPCI & DET SERV				79		1							18	3		6		4				111
P COMM GAUTENG- EXPLOSIVES				15		1							45	2		12		2	3			80
P COMM GAUTENG-NEW VEHICLE STORE				60									29							5	1	95
P COMM GAUTENG-TMS				10									5									15
P COMM GAUTENG-VEHICLE FLEET MANAGE			23	7						2			1					1				34
PARKVIEW-CONTR.				22		1							13								3	39

SUBCOMPONENT																						
PRETORIA CENTRAL-CONTR. SUBCOMPONENT	1			183		1							66	19				4	5	15	3	297
PRETORIA CENTRAL-GARAGE				2					1	2			14							2		21
PRETORIA CENTRAL-ICTU				1									3	1								5
PRETORIA CENTRAL-POP																				1		1
PRETORIA MOOT- CONTR. SUBCOMPONENT				32									12	1					1	1		47
PRETORIA NORTH- CONTR. SUBCOMPONENT				23									27	3					1	2	1	57
PRETORIA WEST- CONTR. SUBCOMPONENT				54					2				32	2					4	1	3	98
PRIMROSE-CONTR. SUBCOMPONENT			1	18									20	1						1		41
PROTEA GLEN- CONTR. SUBCOMPONENT				146		1							50	4					3	2	1	207
PROTEA GLEN- GARAGE	1			2									14	3						3		23
PUTFONTEIN- CONTR. SUBCOMPONENT				6									14	1				1		1	1	24
RABIE RIDGE- CONTR. SUBCOMPONENT				16									19	1						1		37
RANDBURG- CONTR. SUBCOMPONENT				27									22	1					1	5		56



RANDFONTEIN- CONTR. SUBCOMPONENT				25									29	5				1	3	3		66
RATANDA-CONTR. SUBCOMPONENT				15									17							1	1	34
REIGERPARK- CONTR. SUBCOMPONENT				12									15							1		28
RIETGAT-CONTR. SUBCOMPONENT				14									24	2					1	1	2	44
ROODEPOORT- CONTR. SUBCOMPONENT	1		1	77									44	1					2	4		130
ROODEPOORT-ICTU				2									4									6
ROSEBANK-CONTR. SUBCOMPONENT				11		1							15						1			28
SANDRINGHAM- CONTR. SUBCOMPONENT				14									15	1					1			31
SANDTON-CONTR. SUBCOMPONENT				52									33	1					2	2		90
SEBENZA-CONTR. SUBCOMPONENT				13									11	1								25
SEBOKENG-CONTR. SUBCOMPONENT				45		1							39	2					1	3		91
SHARPEVILLE- CONTR. SUBCOMPONENT				14									15						1	1		31
SILVERTON-CONTR. SUBCOMPONENT				94	2	1							27	4		6		3	6	2		145
SINOVILLE-CONTR. SUBCOMPONENT				18									14	1								33
SOPHIA TOWN- CONTR.				31		1							20						1	2		55

SUBCOMPONENT																						
SOSHANGUVE- CONTR. SUBCOMPONENT				30		1							32	1				2	2	3	2	73
SPRINGS-CONTR. SUBCOMPONENT				70		1							47	1					2	3	3	127
SPRINGS-POP			15	5		2							39	20				15	13	3		112
SUNNYSIDE- CONTR. SUBCOMPONENT				44		2				5			34	2					2	4	1	94
TARLTON-CONTR. SUBCOMPONENT				5									11	1								17
TEMBA-CONTR. SUBCOMPONENT				44		1							49						2	5		101
TEMBISA SOUTH- CONTR. SUBCOMPONENT				16									13							1		30
TEMBISA-CONTR. SUBCOMPONENT			4	51		1							43	6		1		3	1	9		119
THE BARRAGE- CONTR. SUBCOMPONENT				4									18	1				1				24
TOKOZA-CONTR. SUBCOMPONENT				15									21						2	2		40
TSAKANE-CONTR. SUBCOMPONENT				22									25	2					2	3		54
VAAL MARINA- CONTR. SUBCOMPONENT				3	1								9					1	2	1		17
VANDERBIJLPARK- CONTR. SUBCOMPONENT	1			99	4	1							42	2				1	7	3	7	167
VEREENIGING- CONTR.				119		1							72	4				1	3	6	1	207

	SUBCOMPONENT																				
	VILLIERIA-CONTR. SUBCOMPONENT			19								12	1						1	3	36
	VOSLOORUS- CONTR. SUBCOMPONENT		1	30		1						20						1	2		55
	WEDELA-CONTR. SUBCOMPONENT			7								12									19
	WELBEKEND- CONTR. SUBCOMPONENT			3								20	1				1		1	1	27
	WESTONARIA- CONTR. SUBCOMPONENT			16								16	3					2	3	1	41
	WIERDABRUG- CONTR. SUBCOMPONENT			19								25	1					1	1		47
	WONDERBOOMPO ORT-CONTR. SUBCOMPONENT			15								11							1	1	28
	YEOVILLE-CONTR. SUBCOMPONENT			28								18	1						1		48
	ZONKIZIZWE- CONTR. SUBCOMPONENT			6								16	1						1		24
<b>GAUTENG Total</b>		<b>6</b>	<b>81</b>	<b>5,39 6</b>	<b>9</b>	<b>66</b>			<b>5</b>	<b>37</b>	<b>1</b>	<b>4,02 5</b>	<b>380</b>		<b>39</b>		<b>109</b>	<b>233</b>	<b>320</b>	<b>109</b>	<b>10,81 6</b>
<b>KWAZULU/NAT AL</b>	ALEXANDRA ROAD- CONTR. SUBCOMPONENT			49					1			35	4				2	3		8	102
	ALEXANDRA ROAD- GARAGE			1								5						2			8
	ALEXANDRA ROAD- POP		7	5								18	23				7	8	1		69

AMANGWE- CONTR. SUBCOMPONENT													14						1	1		16
AMANZIMTOTI- CONTR. SUBCOMPONENT				16						2			21	3					1	1	6	50
BABANANGO- CONTR. SUBCOMPONENT				3									11	2					2			18
BAYVIEW-CONTR. SUBCOMPONENT				14									8	1					1			24
BELLAIR-CONTR. SUBCOMPONENT				8									10	1					2			21
BEREA-CONTR. SUBCOMPONENT				17									20	2					1			40
BERGVILLE-CONTR. SUBCOMPONENT				3						1			29	3					3	3		42
BESTERS-CONTR. SUBCOMPONENT				1									12									13
BHEKITHEMBA- CONTR. SUBCOMPONENT				7									22	2					1			32
BISHOPSTOWE- CONTR. SUBCOMPONENT				1									12						1			14
BOSTON-CONTR. SUBCOMPONENT				1									14	1								16
BRIGHTON BEACH- CONTR. SUBCOMPONENT				47									19	3				1	1	1	5	77
BULWER-CONTR. SUBCOMPONENT				2									16	1					2	2		23
CAMPERDOWN- CONTR. SUBCOMPONENT													16	1					1	2		20

CATO MANOR- CONTR. SUBCOMPONENT				15									14	1					1	1	3	35
CEZA-CONTR. SUBCOMPONENT													14	1								15
CHARLESTOWN- CONTR. SUBCOMPONENT				3									13	1					1			18
CHATSWORTH- CONTR. SUBCOMPONENT				67						3			31	3				4	2	1	1	112
COLENZO-CONTR. SUBCOMPONENT				5									9									14
CRAMOND-CONTR. SUBCOMPONENT				2									11									13
CREIGHTON- CONTR. SUBCOMPONENT													12						2	1		15
DALTON-CONTR. SUBCOMPONENT				4									8					1				13
DANNHAUSER- CONTR. SUBCOMPONENT				1									17	1					1		1	21
DONNYBROOK- CONTR. SUBCOMPONENT													8									8
DUDUDU-CONTR. SUBCOMPONENT				1									13	1					1			16
DUNDEE-CONTR. SUBCOMPONENT				22									44	3				2	1	4		76
DURBAN CENTRAL- CONTR. SUBCOMPONENT				330	1	1				3			133	26		5		5	6	19	34	563
DURBAN CENTRAL- ICTU				1									3	1					1			6

DURBAN NORTH- CONTR. SUBCOMPONENT				19									13	2					1			35
EKOMBE-CONTR. SUBCOMPONENT				1									15	2						1		19
EKUVUKENI- CONTR. SUBCOMPONENT													18	1					1	1		21
ELANDSLAAGTE- CONTR. SUBCOMPONENT				1									13						1			15
EMANGUZI-CONTR. SUBCOMPONENT				3		1				1			24	5				1	3	1		39
EMATIMATOLO- CONTR. SUBCOMPONENT				1									16						1			18
EMATSHENI- CONTR. SUBCOMPONENT													14						1			15
EMPANGENI- CONTR. SUBCOMPONENT				40									73	6				5	2	3		129
EMPANGENI-POP				2									18	15				4	7	3		49
ESHOWE-CONTR. SUBCOMPONENT				24									48	4				2	2	1		81
ESIKHALENI- CONTR. SUBCOMPONENT				10									26	2					1	2		41
ESTCOURT-CONTR. SUBCOMPONENT				19									51	5				1	4	3	2	85
EVATT-CONTR. SUBCOMPONENT				1									11									12
EZAKHENI-CONTR. SUBCOMPONENT				7									20	2					1	2		32

EZIBAYENI-CONTR. SUBCOMPONENT				1								8								9	
EZINQOLENI- CONTR. SUBCOMPONENT				2								15	1					2	1	21	
FOLWENI-CONTR. SUBCOMPONENT												21							1	22	
FRANKLIN-CONTR. SUBCOMPONENT												10								10	
GAMALAKHE- CONTR. SUBCOMPONENT				1								15	1							17	
GINGINDLOVU- CONTR. SUBCOMPONENT				5								18	1						1	25	
GLENCOE-CONTR. SUBCOMPONENT				11								36	2					4	2	8	63
GLENDALE-CONTR. SUBCOMPONENT												9								9	
GLUCKSTADT- CONTR. SUBCOMPONENT				1								12						1		14	
GOWAN LEA- CONTR. SUBCOMPONENT												14								14	
GREENWOOD PARK-CONTR. SUBCOMPONENT				23								15	2					2		5	47
GREYTOWN- CONTR. SUBCOMPONENT				13								50	3				1	1	1	69	
GROENVLEI- CONTR. SUBCOMPONENT												6								6	
HAMMARSDALE- CONTR.				6								13	1					1	1	22	

SUBCOMPONENT																						
HARBURG-CONTR. SUBCOMPONENT				3									14									17
HARDING-CONTR. SUBCOMPONENT				9									26	2					3	1	2	43
HATTINGSPRUIT- CONTR. SUBCOMPONENT				1									12									13
HELPMKAAR- CONTR. SUBCOMPONENT													11	1					1			13
HIBBERDENE- CONTR. SUBCOMPONENT				5									14	1					1	1	1	23
HIGHFLATS-CONTR. SUBCOMPONENT				2									17	1				1	2	1		24
HILLCREST-CONTR. SUBCOMPONENT				14									22	3					1			40
HILTON-KZN- CONTR. SUBCOMPONENT				23	2								14	3					4	1	2	49
HILTON-KZN-ICTU				1									2	1					1			5
HIMEVILLE-CONTR. SUBCOMPONENT				3							1		32	1					2		1	40
HLABISA-CONTR. SUBCOMPONENT													13						1	1		15
HLOBANE-CONTR. SUBCOMPONENT													15	1					1			17
HLUHLUWE- CONTR. SUBCOMPONENT				2									22	1					4	1		30
HOWICK-CONTR. SUBCOMPONENT				21									24	1				1	2	1	2	52



IBISI-CONTR. SUBCOMPONENT													17	1								18
IMPENDLE-CONTR. SUBCOMPONENT													21	1					2	3	1	28
INANDA-CONTR. SUBCOMPONENT				48									60	14				8	1	2		133
INCHANGA-CONTR. SUBCOMPONENT				6									9	2					1			18
INGOGO-CONTR. SUBCOMPONENT				1									10	1					1			13
INGWAVUMA- CONTR. SUBCOMPONENT				1									16	1					3	2		23
INTSIKENI-CONTR. SUBCOMPONENT													15	1								16
ISIPINGO-CONTR. SUBCOMPONENT				39									35	3					1	1		79
IXOPO-CONTR. SUBCOMPONENT				3									19	1					2	1		26
JOZINI-CONTR. SUBCOMPONENT				8									46	3		1			4	1		63
KINGSLEY-CONTR. SUBCOMPONENT				1									12	1					1			15
KOKSTAD-CONTR. SUBCOMPONENT				31						1			90	3				1	4	2	4	136
KRANSKOP-CONTR. SUBCOMPONENT				1									22	3		1					2	29
KWADABEKA- CONTR. SUBCOMPONENT				11									22	3					2	1	2	41
KWADUKUZA- CONTR. SUBCOMPONENT				24									46	4				4	1	3	5	87

KWAMAKHUTHA- CONTR. SUBCOMPONENT				4									17	1								22
KWAMASHU E- CONTR. SUBCOMPONENT				19									23	3					1	3		49
KWAMBONAMBI- CONTR. SUBCOMPONENT				3									35	2					1	2		43
KWAMSANE- CONTR. SUBCOMPONENT				8									45	4		1		9	1	1		69
KWANDENZEZI- CONTR. SUBCOMPONENT				4									18	1					1			24
LADYSMITH- CONTR. SUBCOMPONENT				57									106	6				7	2	4		182
LAMONTVILLE- CONTR. SUBCOMPONENT				5									14	1					1			21
LOUWSBURG- CONTR. SUBCOMPONENT				2									10	1					1			14
MADADENI-CONTR. SUBCOMPONENT				10									28	3				1	1	2		45
MAGUDU-CONTR. SUBCOMPONENT													11	1					1			13
MAHLABATHINI- CONTR. SUBCOMPONENT				1									16	3				1	1	1		23
MALVERN-CONTR. SUBCOMPONENT				10									13	1							3	27
MANDENI-CONTR. SUBCOMPONENT				1									18	1								20

MAPHUMULO- CONTR. SUBCOMPONENT												17	1					1	1		20
MARGATE-CONTR. SUBCOMPONENT			26						2			32	1				2	2	2	6	73
MARIANNHILL- CONTR. SUBCOMPONENT			10									20	4					1			35
MARIANNHILL-POP			4	15		3				1		32	37		2		8	9	6	4	121
MAYVILLE-KZN- CONTR. SUBCOMPONENT			10									11	1					1		2	25
MBAZWANA- CONTR. SUBCOMPONENT												21	1					1	2		25
MBONGOLWANE- CONTR. SUBCOMPONENT			1									15	1					1	1		19
MEHLOMNYAMA- CONTR. SUBCOMPONENT			1									10									11
MELMOTH-CONTR. SUBCOMPONENT			4									31	1					1	3		40
MID ILLOVO- CONTR. SUBCOMPONENT			3									12	2					1			18
MKHUZE-CONTR. SUBCOMPONENT			1									18						1			20
MONDLO-CONTR. SUBCOMPONENT			2									14	1					2	2		21
MONTCLAIR- CONTR. SUBCOMPONENT			20									13	1							2	36
MOOI RIVER- CONTR.			6									11									17

SUBCOMPONENT																						
MOUNTAIN RISE- CONTR. SUBCOMPONENT				47									32	8					5	2	11	105
MPOPHOMENI- CONTR. SUBCOMPONENT				1									14	1								16
MPUMALANGA KZN-CONTR. SUBCOMPONENT				9									19	2					1	1		32
MPUNGAMHLOPHE -CONTR. SUBCOMPONENT													13	1								14
MSINGA-CONTR. SUBCOMPONENT													30	1					2	2		35
MSINSINI-CONTR. SUBCOMPONENT				2									14	2					1			19
MTUBATUBA- CONTR. SUBCOMPONENT				8									41							1	1	51
MTUNZINI-CONTR. SUBCOMPONENT				6									25	1					1	1		34
MUDEN-CONTR. SUBCOMPONENT				2									8						1			11
NDUMO-CONTR. SUBCOMPONENT													11	1		1		1	1			15
NDWEDWE-CONTR. SUBCOMPONENT				1									19	1					1	1		23
NEW HANOVER- CONTR. SUBCOMPONENT													12									12
NEWARK-CONTR. SUBCOMPONENT				2									9									11
NEWCASTLE- CONTR.				72									85	7		1		1	10	2		178

SUBCOMPONENT																						
NEWCASTLE-ICTU				1									3						3			7
NEWCASTLE-POP				3									14	13				5	1			36
NEWLANDS EAST- CONTR. SUBCOMPONENT				13									15	1					1			30
NGOME-CONTR. SUBCOMPONENT				1									8	1								10
NHLANHLENI- CONTR. SUBCOMPONENT				2									11	3					1			17
NKANDLA-CONTR. SUBCOMPONENT				3									29	1					1	1		35
NONDWENI- CONTR. SUBCOMPONENT													14						1			15
NONGOMA- CONTR. SUBCOMPONENT				2									49	6				1		4		62
NONGOMA-ROYAL PROTECTION SER				13									9	5				8				35
NORMANDIEN- CONTR. SUBCOMPONENT													9	2							1	12
NOTTINGHAM ROAD-CONTR. SUBCOMPONENT				3									12	1								16
NQUTHU-CONTR. SUBCOMPONENT				6									43	1						1		51
NSUZE-CONTR. SUBCOMPONENT				1									10	1					1			13
NTABAMHLOPHE- CONTR. SUBCOMPONENT				1									16	1								18

NTAMBANANA- CONTR. SUBCOMPONENT				1									13						1	1		16
NTUZUMA-CONTR. SUBCOMPONENT				19									32	4					1	2		58
NYONI-CONTR. SUBCOMPONENT													19	2					4	1		26
OSIZWENI-CONTR. SUBCOMPONENT				7									21	5					1	1		35
P COMM KWAZULU/NATAL- DPCI & DET SERV				27									8	1		4		3				43
P COMM KWAZULU/NATAL- DURBAN BAND														6					1			7
P COMM KWAZULU/NATAL- EXPLOSIVES				3	1	1							23	1		7			5		2	43
P COMM KWAZULU/NATAL- NEW VEHICLE STORE				2									8	3						1		14
P COMM KWAZULU/NATAL- SCM				220									72	33		5		15	5		2	352
PADDOCK-CONTR. SUBCOMPONENT													12									12
PAULPIETERSBURG- CONTR. SUBCOMPONENT				4									15	2					3	1	7	32
PHOENIX-CONTR. SUBCOMPONENT				68			3						39	14				8	2	3	4	141
PIETERMARITZBUR G-CONTR. SUBCOMPONENT				112		1							106	15				13	17	10	16	290

PINETOWN-CONTR. SUBCOMPONENT				59									40	4				4	1	3	7	118
PLESSISLAER- CONTR. SUBCOMPONENT				33									48	6				2	1	1		91
POINT-CONTR. SUBCOMPONENT				30						1			28	2				1		1		63
PONGOLA-CONTR. SUBCOMPONENT				5									46	6				3	3	3		66
PORT EDWARD- CONTR. SUBCOMPONENT				4									17	1					1			23
PORT SHEPSTONE- CONTR. SUBCOMPONENT				86	3								91	10				9	7	5	3	214
PORT SHEPSTONE- POP				1									14	12				3				30
PRESTBURY- CONTR. SUBCOMPONENT				7									9									16
RICHARDS BAY- CONTR. SUBCOMPONENT				37	8					2			60	7				5	12	3	6	140
RICHMOND-KZN- CONTR. SUBCOMPONENT				3									17	1					1	2	5	29
RIETVLEI-CONTR. SUBCOMPONENT				1									11	1				1	1			15
SAWOTI-CONTR. SUBCOMPONENT				1									17	1				1	1			21
SCOTTBURGH- CONTR. SUBCOMPONENT				12									14	2					2	2		32
SOUTHPORT- CONTR.				5									7									12

SUBCOMPONENT																						
ST FAITHS-CONTR. SUBCOMPONENT				2									15						1			18
SUNDUMBILI- CONTR. SUBCOMPONENT				1									26	4					1	1		33
SWARTBERG- CONTR. SUBCOMPONENT													11	1								12
SYDENHAM- CONTR. SUBCOMPONENT				24									15	3						1	1	44
TAYLORS HALL- CONTR. SUBCOMPONENT				3									19	1								23
THORNVILLE- CONTR. SUBCOMPONENT				2									14	1						1		18
TONGAAT-CONTR. SUBCOMPONENT				15									14	2						1		32
TOWN HILL-CONTR. SUBCOMPONENT				9									13									22
ULUNDI-CONTR. SUBCOMPONENT			3	29		1							92	23				11	4	6		169
UMBILO-CONTR. SUBCOMPONENT				23									22	1							8	54
UMBUMBULU- CONTR. SUBCOMPONENT				6									24	1						1		32
UMHLALI-CONTR. SUBCOMPONENT				21									25	3					1	1		51
UMKOMAAS- CONTR. SUBCOMPONENT				6									26					1	1			34



UMLAZI-CONTR. SUBCOMPONENT				87									49	15				6	2	3		162
UMSUNDUZI- CONTR. SUBCOMPONENT													15	1					1	1		18
UMZIMKHULU- CONTR. SUBCOMPONENT													21	2		1			1	1		26
UMZINTO-CONTR. SUBCOMPONENT				16									16	2						1		35
UPPER TUGELA- CONTR. SUBCOMPONENT													15						1			16
UTRECHT-CONTR. SUBCOMPONENT				2									26	1					1	1	3	34
VAN REENEN- CONTR. SUBCOMPONENT				2									10									12
VERULAM-CONTR. SUBCOMPONENT				15									25	2				1	1	3		47
VRYHEID-CONTR. SUBCOMPONENT				17									76	7				2	6	3	4	115
WARTBURG- CONTR. SUBCOMPONENT				1									12	1								14
WASBANK-CONTR. SUBCOMPONENT				1									13						1			15
WEENEN-CONTR. SUBCOMPONENT													13									13
WEMBEZI-CONTR. SUBCOMPONENT				2									13	2					1			18
WENTWORTH- CONTR. SUBCOMPONENT				19									12	2		1			1			35

KWAZULU/NAT AL Total	WENTWORTH- GARAGE				3					1				5							1		10
	WESTVILLE-CONTR. SUBCOMPONENT				15									14	4							1	34
	WINTERTON- CONTR. SUBCOMPONENT				4									13									17
				14	2,569	15	8	3		2	18			4,528	556		30		184	286	196	194	8,603
LIMPOPO	ALLDAYS-CONTR. SUBCOMPONENT				2						1			21	2					3	3		32
	APEL-CONTR. SUBCOMPONENT				5									10	1					1	2		19
	BELA-BELA-CONTR. SUBCOMPONENT				18									28	2					2	2		52
	BOLOBEDU-CONTR. SUBCOMPONENT				9						1			38	1					1	2		52
	BOTLOKWA- CONTR. SUBCOMPONENT				5									12	1						2		20
	BULGERIVIER- CONTR. SUBCOMPONENT													5									5
	BURGERSFORT- CONTR. SUBCOMPONENT				10									34	3					1	1		49
	CUMBERLAND- CONTR. SUBCOMPONENT													5					1				6
	DENNILTON- CONTR. SUBCOMPONENT				5									30	1					1	1		38
	DORSET-CONTR. SUBCOMPONENT													8									8

DWAALBOOM- CONTR. SUBCOMPONENT													6									6
ELANDSKRAAL- CONTR. SUBCOMPONENT				2									7						1	1		11
GILEAD-CONTR. SUBCOMPONENT				1									9	1					1	1		13
GIYANI-CONTR. SUBCOMPONENT	1			27		6							98	6		1		2	3	7		151
GRAVELOTTE- CONTR. SUBCOMPONENT				6									9						1	1		17
GROBLERSDAL- CONTR. SUBCOMPONENT				15		1							34	3				2	1	1		57
HAENERTSBURG- CONTR. SUBCOMPONENT				2									9	1						1		13
HLANGANANI- CONTR. SUBCOMPONENT													20	1						1		22
HLOGOTLOU- CONTR. SUBCOMPONENT				2									17	1						1		21
HOEDSPRUIT- CONTR. SUBCOMPONENT				7									17	1						2		27
HOOPDAL-CONTR. SUBCOMPONENT													5									5
JANE FURSE- CONTR. SUBCOMPONENT				3									15	1						1		20
LAERSDRIFT- CONTR. SUBCOMPONENT				2									8									10

LEBOENG-CONTR. SUBCOMPONENT				2									8	1						1		12
LEBOWAKGOMO- CONTR. SUBCOMPONENT				19		3							78	2					1	3		106
LEPHALALE-CONTR. SUBCOMPONENT	1			18		3				1			49	3					4	3		82
LETSITELE-CONTR. SUBCOMPONENT				2									20	1				1		1		25
LEVUBU-CONTR. SUBCOMPONENT				1						1			19					1	1	1	1	25
LULEKANI-CONTR. SUBCOMPONENT				4									21	1						1		27
MAAKE-CONTR. SUBCOMPONENT				7						1			38	2					1	1		50
MAGATLE-CONTR. SUBCOMPONENT				1		1							14	1					1	2		20
MAHWELERENG- CONTR. SUBCOMPONENT				16		1				1			36	3		1			3	3		64
MAKHADO-CONTR. SUBCOMPONENT				28		2				1			84	4					3	5		127
MAKUYA-CONTR. SUBCOMPONENT													12	1					1	2		16
MALAMULELE- CONTR. SUBCOMPONENT				6									32	1				1	1	2		43
MALEBOHO- CONTR. SUBCOMPONENT				1									18	1				2		1		23
MALIPSDRIFT- CONTR. SUBCOMPONENT				2									12	1						1		16
MANKWENG- CONTR.				13		1							36	1		1			2	2		56

SUBCOMPONENT																						
MARA-CONTR. SUBCOMPONENT				2									13	1					1	1		18
MARBLE HALL- CONTR. SUBCOMPONENT				8									29	1					1	2		41
MASEMOLA- CONTR. SUBCOMPONENT				1									15							1		17
MASHASHANE- CONTR. SUBCOMPONENT				2									10	1								13
MASISI-CONTR. SUBCOMPONENT				2									20	2					2	2		28
MATLALA-CONTR. SUBCOMPONENT				1									20							1		22
MECKLENBURG- CONTR. SUBCOMPONENT				4									22	1					1	1		29
MODIMOLLE- CONTR. SUBCOMPONENT				40		1				2			65	1					9	2	4	124
MODJADJISKLOOF- CONTR. SUBCOMPONENT				4									15	1					1	2		23
MOGWADI-CONTR. SUBCOMPONENT				5									9	1					1	1		17
MOKOPANE- CONTR. SUBCOMPONENT				21						1			43	2					3	3		73
MOREBENG- CONTR. SUBCOMPONENT				1									12	1						1		15
MOTETEMA- CONTR.				5									34	1					1	1		42

SUBCOMPONENT																						
MPHEPHU-CONTR. SUBCOMPONENT				4									25	1				1	1	2		34
MUSINA-CONTR. SUBCOMPONENT				25		4				5			66	5				2	2	7	1	117
MUTALE-CONTR. SUBCOMPONENT				2									23	1					1	1		28
NABOOMSPRUIT- CONTR. SUBCOMPONENT				6									16	1					1	1		25
NAMAKGALE- CONTR. SUBCOMPONENT				5									26	1					1	1		34
NEBO-CONTR. SUBCOMPONENT				6									12	1					1	1		21
NORTHAM-CONTR. SUBCOMPONENT				3									15	1					2	1		22
OHRIGSTAD- CONTR. SUBCOMPONENT				3									8							1		12
P COMM LIMPOPO- CONTR. SUBCOMPONENT	2		5	219		10			1	4			133	27		14		9	38	19	10	491
P COMM LIMPOPO- EXPLOSIVES				1		1							20			6			5			33
PHALABORWA- CONTR. SUBCOMPONENT				19		1				3			56	1					3	1		84
PIENAARSRIEVER- CONTR. SUBCOMPONENT				4									8	1					1	1		15
POLOKWANE- CONTR. SUBCOMPONENT				92	2	3				6		1	114	11		1		8	16	6	4	264

POLOKWANE-ICTU				1									4	1		1			6			13
POLOKWANE-POP			21	3		5							51	21		1		1	3	3		109
RANKIN'S PASS- CONTR. SUBCOMPONENT													8									8
RITAVI-CONTR. SUBCOMPONENT				5									25	1				1	1	2		35
ROEDTAN-CONTR. SUBCOMPONENT				2									8	1								11
ROOIBERG-CONTR. SUBCOMPONENT				1									9									10
ROOSSENEKAL- CONTR. SUBCOMPONENT				2									8									10
RUST DE WINTER- CONTR. SUBCOMPONENT													8						1			9
SAAMBOUBRUG- CONTR. SUBCOMPONENT										1			10							1		12
SASELAMANI- CONTR. SUBCOMPONENT				2									21	1						2		26
SEBAYENG-CONTR. SUBCOMPONENT				1									9									10
SEKGOSESE- CONTR. SUBCOMPONENT				2									14	1						1		18
SEKHUKHUNE- CONTR. SUBCOMPONENT				5									16	1					1	1		24
SENWABARWANA- CONTR. SUBCOMPONENT				3									17	1					1	1		23

SESHEGO-CONTR. SUBCOMPONENT				24		2				2			49	2					2	1		82
SILOAM-CONTR. SUBCOMPONENT				1									24	1					1	1		28
THABAZIMBI- CONTR. SUBCOMPONENT				10									30	1					2	1		44
THOHOYANDOU- CONTR. SUBCOMPONENT	1		8	52		8				4			172	16		1		4	8	7	2	283
TINMYNE-CONTR. SUBCOMPONENT				2									13	1					1	2		19
TOLWE-CONTR. SUBCOMPONENT													8						1			9
TOM BURKE- CONTR. SUBCOMPONENT										1			20	2					3	2		28
TSHAMUTUMBU- CONTR. SUBCOMPONENT				1									11	1					1	3		17
TSHAULU-CONTR. SUBCOMPONENT				1									17	1						1		20
TSHILWAVHUSIKU- CONTR. SUBCOMPONENT				5		1							19						1	1		27
TSHITALE-CONTR. SUBCOMPONENT													11	1				1		1		14
TUBATSE-CONTR. SUBCOMPONENT				12		1							27						1	1		42
TUINPLAAS-CONTR. SUBCOMPONENT				1									8							1		10
TZANEEN-CONTR. SUBCOMPONENT				29		1							79	4					4	2	1	120
VAALWATER- CONTR.													9							1		10



	SUBCOMPONENT																						
	VILLA NORA- CONTR. SUBCOMPONENT												9	1						1		11	
	VUWANI-CONTR. SUBCOMPONENT				6								22	1					1	1		31	
	WATERPOORT- CONTR. SUBCOMPONENT				1								10	1						2		14	
	WATERVAL-CONTR. SUBCOMPONENT				6								24	1					1	1		33	
	WESTENBURG- CONTR. SUBCOMPONENT				13								21							2		36	
	WITPOORT-CONTR. SUBCOMPONENT				3								10	1					1	1		16	
	ZAAIPLAAS-CONTR. SUBCOMPONENT				1								8	1						2		12	
	ZEBEDIELA-CONTR. SUBCOMPONENT				2		1						12						1	1		17	
LIMPOPO Total		5		34	923	2	57			1	36		1	2,57 2	177		27		37	168	166	23	4,229
MPUMALANGA	ACORNHOEK- CONTR. SUBCOMPONENT				14		2						42						1	2	2		63
	AMERSFOORT- CONTR. SUBCOMPONENT				3								15										18
	AMSTERDAM- CONTR. SUBCOMPONENT				3								9	1					1	1			15
	BADPLAAS-CONTR. SUBCOMPONENT				1								9										10
	BALFOUR TVL- CONTR.				9		2						21							3	1		36

SUBCOMPONENT																						
BARBERTON- CONTR. SUBCOMPONENT				7									22					1		1		31
BELFAST-CONTR. SUBCOMPONENT				7		1							13						1	1	2	25
BETHAL-CONTR. SUBCOMPONENT				7									19							1		27
BLINKPAN-CONTR. SUBCOMPONENT				1									10									11
BREYTEN-CONTR. SUBCOMPONENT				3									7									10
BUSHBUCKRIDGE- CONTR. SUBCOMPONENT				5									23					1		1		30
CALCUTTA-CONTR. SUBCOMPONENT				5									25	1						1	1	33
CAROLINA-CONTR. SUBCOMPONENT				3									9							1		13
CHARL CILLIERS- CONTR. SUBCOMPONENT				3									5									8
CHRISSIESMEER- CONTR. SUBCOMPONENT				1									6									7
DAVEL-CONTR. SUBCOMPONENT				2									8									10
DELMAS-CONTR. SUBCOMPONENT				7									17								5	29
DIENTJIE-CONTR. SUBCOMPONENT				4									9									13
DIRKIESDORP- CONTR. SUBCOMPONENT				2									10									12

DULLSTROOM- CONTR. SUBCOMPONENT				1									9									10
EKULINDENI- CONTR. SUBCOMPONENT				2									6									8
ELUKWATINI- CONTR. SUBCOMPONENT				9		2							34						3	1		49
EMBALENHLE- CONTR. SUBCOMPONENT				4									20						2	1	2	29
EMZINONI-CONTR. SUBCOMPONENT				4									6							1		11
ERMELO-CONTR. SUBCOMPONENT				30		2				1			60	2					9	3	4	111
EVANDER-CONTR. SUBCOMPONENT				6									9						1	1		17
FERNIE-CONTR. SUBCOMPONENT				3									7							1		11
GRASKOP-CONTR. SUBCOMPONENT				5									10	1								16
GREYLINGSTAD- CONTR. SUBCOMPONENT				4									8						1	1		14
GROOTVLEI- CONTR. SUBCOMPONENT				1									8									9
HARTEBEESKOP- CONTR. SUBCOMPONENT				7		1							16	1		1			1	1		28
HAZYVIEW-CONTR. SUBCOMPONENT				7									17						1	1		26
HAZYVIEW-POP				1		1							3	11								16

HENDRINA-CONTR. SUBCOMPONENT				5									12							1		18
KAAPMUIDEN- CONTR. SUBCOMPONENT				2									7									9
KABOKWENI- CONTR. SUBCOMPONENT				1									39	1						2		43
KANYAMAZANE- CONTR. SUBCOMPONENT				16		1							27							1		45
KINROSS-CONTR. SUBCOMPONENT				2									8									10
KOMATIPOORT- CONTR. SUBCOMPONENT				12						1			32	2				2	5	2		56
KRIEL-CONTR. SUBCOMPONENT				6						1			12						1	1	1	22
KWAGGAFONTEIN- CONTR. SUBCOMPONENT				4									21							1		26
KWAMHLANGA- CONTR. SUBCOMPONENT				27		2							57						4	2		92
KWAMHLANGA- POP			1	1		2							4	14					7	1		30
LESLIE-CONTR. SUBCOMPONENT				7									9							1		17
LOTHAIR-CONTR. SUBCOMPONENT				1									9							1		11
LOW'S CREEK- CONTR. SUBCOMPONENT				1									8						1			10
LYDENBURG- CONTR.				20		1							32	1					5	2		61

SUBCOMPONENT																						
MAARTENSHOOP- CONTR. SUBCOMPONENT				2									5						1			8
MACHADODORP- CONTR. SUBCOMPONENT			1	2									7									10
MAHAMBAB-CONTR. SUBCOMPONENT			1	3		1							9					1	2	1		18
MALELANE-CONTR. SUBCOMPONENT				4									14						2		2	22
MASOYI-CONTR. SUBCOMPONENT				3									20							1		24
MATSULU-CONTR. SUBCOMPONENT				5									12							1		18
MAYFLOWER- CONTR. SUBCOMPONENT				1									16						1	1		19
MBUZINI-CONTR. SUBCOMPONENT				3									14							1		18
MHALA-CONTR. SUBCOMPONENT				2									21	1					1	1		26
MHLUZI-CONTR. SUBCOMPONENT				9									18									27
MIDDELBURG MPUMALANG- CONTR. SUBCOMPONENT	1			54		1							57	4				4	20	4	5	150
MIDDELBURG MPUMALANG-ICTU				3									10						6	1		20
MMAMETLAKE- CONTR. SUBCOMPONENT				1									11							1		13
MORGENZON TRANSVAAL-				3									7									10

CONTR. SUBCOMPONENT																						
NELSPRUIT-CONTR. SUBCOMPONENT				42		1							62	1				1	3	2		112
NGODWANA- CONTR. SUBCOMPONENT				2									6									8
OGIES-CONTR. SUBCOMPONENT				5									12						1	1		19
P COMM MPUMALANGA- CONTR. SUBCOMPONENT			10	208	7	6				2		2	84	20		14		8	22	9	8	400
P COMM MPUMALANGA- EXPLOSIVES						1							9			3						13
P COMM MPUMALANGA- PROV HEAD PSS MPUM				1									10						3		2	16
PERDEKOP-CONTR. SUBCOMPONENT				1									10									11
PIENAAR-CONTR. SUBCOMPONENT				6		5				2			36	4				1	2		5	61
PIET RETIEF- CONTR. SUBCOMPONENT				11		2				1			33						2	2		51
PILGRIM'S REST- CONTR. SUBCOMPONENT				3									6								4	13
SABIE-CONTR. SUBCOMPONENT				3									13						2			18
SAKHILE-CONTR. SUBCOMPONENT				2									14							1		17
SCHOEMANSDAL- CONTR.				5									15						1	2		23

SUBCOMPONENT																						
SECUNDA-CONTR. SUBCOMPONENT				52		2				3			58	7				1	6	2	12	143
SHEEPMOOR- CONTR. SUBCOMPONENT													11									11
SIYABUSWA- CONTR. SUBCOMPONENT				8									29						1	1		39
SKUKUZA-CONTR. SUBCOMPONENT				1									9									10
STANDERTON- CONTR. SUBCOMPONENT				14		2							43	1					4	1		65
SUNDRA-CONTR. SUBCOMPONENT				1									9							1	1	12
TONGA-CONTR. SUBCOMPONENT				14		2							45	1					2	3	1	68
TRICHARDT- CONTR. SUBCOMPONENT				3									7	1								11
TWEEFONTEIN- CONTR. SUBCOMPONENT				3									14						1	1		19
VAALBANK-CONTR. SUBCOMPONENT				5									13							1		19
VAL-CONTR. SUBCOMPONENT				3									6									9
VERENA-CONTR. SUBCOMPONENT				2									9							1		12
VOLKSRUST- CONTR. SUBCOMPONENT				5									12						1	1		19
VOSMAN-CONTR.				11									32							1		44

	SUBCOMPONENT																						
	WAKKERSTROOM- CONTR. SUBCOMPONENT				1								18						5	1	4	29	
	WATERVAL BOVEN- CONTR. SUBCOMPONENT				1								11									12	
	WITBANK-CONTR. SUBCOMPONENT				45		1						50	2				2	3	2	2	107	
	WITRIVIER-CONTR. SUBCOMPONENT				38						2		1	38					5	2	4	90	
MPUMALANGA Total		1		13	867	7	41				13		3	1,714	77		18		24	145	82	65	3,070
NAT HEAD OFFICE- AIRWING	NAT HEAD OFFICE- AIRWING	8	13	4	32						37		30	4		2		2	34	8	2	176	
NAT HEAD OFFICE- AIRWING Total		8	13	4	32						37		30	4		2		2	34	8	2	176	
NAT HEAD OFFICE-CAREER DEVELOPMENT	NAT HEAD OFFICE- CAREER DEVELOPMENT				20								2	4				1				27	
NAT HEAD OFFICE-CAREER DEVELOPMENT Total					20								2	4				1				27	
NAT HEAD OFFICE-CRIM REC & CR SC MAN	NAT HEAD OFFICE- CRIM REC & CR SC MAN				25		1						19	7		5		11	7	2		77	
NAT HEAD OFFICE-CRIM REC & CR SC MAN Total					25		1						19	7		5		11	7	2		77	
NAT HEAD OFFICE-DIV	NAT HEAD OFFICE- DIV COMM: ITS				30								10	10					3			53	



COMM: ITS																						
NAT HEAD OFFICE-DIV COMM: ITS Total					30									10	10					3		53
NAT HEAD OFFICE-DIV CRIME INTELLIGEN	NAT HEAD OFFICE- DIV CRIME INTELLIGEN				146		5							35	15		6		6	1		214
NAT HEAD OFFICE-DIV CRIME INTELLIGEN Total					146		5							35	15		6		6	1		214
NAT HEAD OFFICE-DIV DETECT SERV	NAT HEAD OFFICE- DIV DETECT SERV				65						1			51	7	1	2		10	8	1	146
NAT HEAD OFFICE-DIV DETECT SERV Total					65						1			51	7	1	2		10	8	1	146
NAT HEAD OFFICE-DIV FIN MANAGEMENT	NAT HEAD OFFICE- DIV FIN MANAGEMENT				22									3	3					1		29
NAT HEAD OFFICE-DIV FIN MANAGEMENT Total					22									3	3					1		29
NAT HEAD OFFICE-DIV FORENSIC SERVICE	NAT HEAD OFFICE- DIV FORENSIC SERVICE				10		1							2	3		1		1			18
NAT HEAD OFFICE-DIV FORENSIC SERVICE Total					10		1							2	3		1		1			18
NAT HEAD OFFICE-DIV	NAT HEAD OFFICE- DIV HRD			2	67		1							19	12		1		16	4		123

HRD																							
NAT HEAD OFFICE-DIV HRD Total				2	67		1							19	12		1		16	4		1	123
NAT HEAD OFFICE-DIV HRM	NAT HEAD OFFICE- DIV HRM				56									1	9		2			3			71
NAT HEAD OFFICE-DIV HRM Total					56									1	9		2			3			71
NAT HEAD OFFICE-DIV INSPECTORATE	NAT HEAD OFFICE- DIV INSPECTORATE				11									7	8				5	1			32
NAT HEAD OFFICE-DIV INSPECTORATE Total					11									7	8				5	1			32
NAT HEAD OFFICE-DIV LEGAL SERVICES	NAT HEAD OFFICE- DIV LEGAL SERVICES				16									1	2								19
NAT HEAD OFFICE-DIV LEGAL SERVICES Total					16									1	2								19
NAT HEAD OFFICE-DIV OPER RESPONS SER	NAT HEAD OFFICE- DIV OPER RESPONS SER				57		2							53	16		1		22	16	2		169
NAT HEAD OFFICE-DIV OPER RESPONS SER Total					57		2							53	16		1		22	16	2		169
NAT HEAD OFFICE-DIV PSS	NAT HEAD OFFICE- DIV PSS				147		7			1				21	13	2	5		7	2		10	215
NAT HEAD OFFICE-DIV PSS					147		7			1				21	13	2	5		7	2		10	215

<b>Total</b>																							
<b>NAT HEAD OFFICE-DIV SCM</b>	NAT HEAD OFFICE- DIV SCM	1			123		3			16				70	42	1	17		2	41	43	2	361
<b>NAT HEAD OFFICE-DIV SCM Total</b>		1			123		3			16				70	42	1	17		2	41	43	2	361
<b>NAT HEAD OFFICE-DIV VISPOL</b>	NAT HEAD OFFICE- DIV VISPOL				60		4						41	9		1		2	4				121
<b>NAT HEAD OFFICE-DIV VISPOL Total</b>					60		4						41	9		1		2	4				121
<b>NAT HEAD OFFICE-FSL</b>	NAT HEAD OFFICE- FSL				142		4		2				56	25		11		8	14	1			263
<b>NAT HEAD OFFICE-FSL Total</b>					142		4		2				56	25		11		8	14	1			263
<b>NAT HEAD OFFICE-HEAD: CORP COMM</b>	NAT HEAD OFFICE- HEAD: CORP COMM				30								5	5		2			7	1			50
<b>NAT HEAD OFFICE-HEAD: CORP COMM Total</b>					30								5	5		2			7	1			50
<b>NAT HEAD OFFICE-HEAD: ORG DEVELOP</b>	NAT HEAD OFFICE- HEAD: ORG DEVELOP				91								24	9				7					131
<b>NAT HEAD OFFICE-HEAD: ORG DEVELOP Total</b>					91								24	9				7					131
<b>NAT HEAD OFFICE-HEAD: PPS</b>	NAT HEAD OFFICE- HEAD: PPS			8	200	1	8				4			25	52	4	14		69	11	5	17	418
<b>NAT HEAD OFFICE-HEAD:</b>				8	200	1	8				4			25	52	4	14		69	11	5	17	418

PPS Total																							
NAT HEAD OFFICE-HERITAGE SERVICES	NAT HEAD OFFICE-HERITAGE SERVICES				1									3	2					1			7
NAT HEAD OFFICE-HERITAGE SERVICES Total					1									3	2					1			7
NAT HEAD OFFICE-MOB CENTRE	NAT HEAD OFFICE-MOB CENTRE			208	8		8			2	7			52	12		9		1	61	33		401
NAT HEAD OFFICE-MOB CENTRE Total				208	8		8			2	7			52	12		9		1	61	33		401
NAT HEAD OFFICE-NAT HEAD DPCI	NAT HEAD OFFICE-NAT HEAD DPCI				204		3							43	6	1	13		18		2		290
NAT HEAD OFFICE-NAT HEAD DPCI Total					204		3							43	6	1	13		18		2		290
NAT HEAD OFFICE-NAT SPEC TASK FORCE	NAT HEAD OFFICE-NAT SPEC TASK FORCE			16	39	4	1				4		1	42	16		5		6	17	2	2	155
NAT HEAD OFFICE-NAT SPEC TASK FORCE Total				16	39	4	1				4		1	42	16		5		6	17	2	2	155
NAT HEAD OFFICE-NEW VEHICLE STORE	NAT HEAD OFFICE-NEW VEHICLE STORE				86		3							29	3	1	3		1		5	4	135
NAT HEAD OFFICE-NEW VEHICLE STORE Total					86		3							29	3	1	3		1		5	4	135

NAT HEAD OFFICE-NIU OPERATIONS	NAT HEAD OFFICE- NIU OPERATIONS			11	49		3				4			114	41		1			17	3	6	249
NAT HEAD OFFICE-NIU OPERATIONS Total				11	49		3				4			114	41		1			17	3	6	249
NAT HEAD OFFICE-NPOP PRETORIA	NAT HEAD OFFICE- NPOP PRETORIA			31	6		4							33	14				25	13	3		129
NAT HEAD OFFICE-NPOP PRETORIA Total				31	6		4							33	14				25	13	3		129
NAT HEAD OFFICE-OR TAMBO INTERNAT AI	NAT HEAD OFFICE- OR TAMBO INTERNAT AI				40		7	5						24	10					2	1		89
NAT HEAD OFFICE-OR TAMBO INTERNAT AI Total					40		7	5						24	10					2	1		89
NAT HEAD OFFICE-POE: DBN	NAT HEAD OFFICE- POE: DBN				21	6	7			1				30	26		3		8	13	1	20	136
NAT HEAD OFFICE-POE: DBN Total					21	6	7			1				30	26		3		8	13	1	20	136
NAT HEAD OFFICE-PROJ AND BUILD MAN	NAT HEAD OFFICE- PROJ AND BUILD MAN				6		1			2				36	1			4		39	23		112
NAT HEAD OFFICE-PROJ AND BUILD MAN Total					6		1			2				36	1			4		39	23		112
NAT HEAD OFFICE-PROV	NAT HEAD OFFICE- PROV HEAD PSS E-				20		5							18	8		1		6	1			59

HEAD PSS E-CAPE	CAPE																						
NAT HEAD OFFICE-PROV HEAD PSS E-CAPE Total					20		5							18	8		1		6	1			59
NAT HEAD OFFICE-PROV HEAD PSS FREE S	NAT HEAD OFFICE-PROV HEAD PSS FREE S				15		2							5	8				5	2			37
NAT HEAD OFFICE-PROV HEAD PSS FREE S Total					15		2							5	8				5	2			37
NAT HEAD OFFICE-PROV HEAD PSS GAUTEN	NAT HEAD OFFICE-PROV HEAD PSS GAUTEN				38		9							8	36		1		2	1			95
NAT HEAD OFFICE-PROV HEAD PSS GAUTEN Total					38		9							8	36		1		2	1			95
NAT HEAD OFFICE-PROV HEAD PSS KZN	NAT HEAD OFFICE-PROV HEAD PSS KZN				33		4							13	14				5	6			75
NAT HEAD OFFICE-PROV HEAD PSS KZN Total					33		4							13	14				5	6			75
NAT HEAD OFFICE-PROV HEAD PSS LIMPOP	NAT HEAD OFFICE-PROV HEAD PSS LIMPOP				15		1							6	8				5	3			38
NAT HEAD OFFICE-PROV HEAD PSS LIMPOP Total					15		1							6	8				5	3			38
NAT HEAD OFFICE-PROV	NAT HEAD OFFICE-PROV HEAD PSS				18		2							8	9		2		3	2			44

HEAD PSS MPUM	MPUM																					
NAT HEAD OFFICE-PROV HEAD PSS MPUM Total					18	2							8	9		2		3	2			44
NAT HEAD OFFICE-PROV HEAD PSS N- CAPE	NAT HEAD OFFICE- PROV HEAD PSS N- CAPE				14								3	8		1		3	2			31
NAT HEAD OFFICE-PROV HEAD PSS N- CAPE Total					14								3	8		1		3	2			31
NAT HEAD OFFICE-PROV HEAD PSS N- WEST	NAT HEAD OFFICE- PROV HEAD PSS N- WEST				12	2							1	10		2		3	1		2	33
NAT HEAD OFFICE-PROV HEAD PSS N- WEST Total					12	2							1	10		2		3	1		2	33
NAT HEAD OFFICE-PROV HEAD PSS W- CAPE	NAT HEAD OFFICE- PROV HEAD PSS W- CAPE				50	2					1		9	35		2		2	7		2	110
NAT HEAD OFFICE-PROV HEAD PSS W- CAPE Total					50	2					1		9	35		2		2	7		2	110
NAT HEAD OFFICE- QUALITY MANAGEMENT	NAT HEAD OFFICE- QUALITY MANAGEMENT				12								9					1	1			23
NAT HEAD OFFICE- QUALITY MANAGEMENT Total					12								9					1	1			23

NAT HEAD OFFICE-RAPID RAIL EC & FS	NAT HEAD OFFICE- RAPID RAIL EC & FS				4	1							25	6					1		37	
NAT HEAD OFFICE-RAPID RAIL EC & FS Total					4	1							25	6					1		37	
NAT HEAD OFFICE-RAPID RAIL GPN & LIM	NAT HEAD OFFICE- RAPID RAIL GPN & LIM				18	1							58	5				1	9	6	98	
NAT HEAD OFFICE-RAPID RAIL GPN & LIM Total					18	1							58	5				1	9	6	98	
NAT HEAD OFFICE-RAPID RAIL GS & NW	NAT HEAD OFFICE- RAPID RAIL GS & NW				15								56	13					2	4	90	
NAT HEAD OFFICE-RAPID RAIL GS & NW Total					15								56	13					2	4	90	
NAT HEAD OFFICE-RAPID RAIL KZN & MP	NAT HEAD OFFICE- RAPID RAIL KZN & MP				17	1							43	12					1	2	76	
NAT HEAD OFFICE-RAPID RAIL KZN & MP Total					17	1							43	12					1	2	76	
NAT HEAD OFFICE-RAPID RAIL WC & NC	NAT HEAD OFFICE- RAPID RAIL WC & NC				26								35	10					1	4	84	
NAT HEAD OFFICE-RAPID RAIL WC & NC Total					26								35	10					1	4	84	
NAT HEAD OFFICE-SAPS	NAT HEAD OFFICE- SAPS AC BENONI	1			128	4	1					7	14	9		1		1	19	3	8	196



AC BENONI																						
NAT HEAD OFFICE-SAPS AC BENONI Total		1			128	4	1					7	14	9		1		1	19	3	8	196
NAT HEAD OFFICE-SAPS AC K9 ATTERIDGE	NAT HEAD OFFICE- SAPS AC K9 ATTERIDGE	1			4	1							9	6					9	2		32
NAT HEAD OFFICE-SAPS AC K9 ATTERIDGE Total		1			4	1							9	6					9	2		32
NAT HEAD OFFICE-SAPS ACA BHISHO	NAT HEAD OFFICE- SAPS ACA BHISHO	3			3		6						11	8		1		1	3	3	1	40
NAT HEAD OFFICE-SAPS ACA BHISHO Total		3			3		6						11	8		1		1	3	3	1	40
NAT HEAD OFFICE-SAPS ACAD PAARL	NAT HEAD OFFICE- SAPS ACAD PAARL				13		4						4	14		2			6	1		44
NAT HEAD OFFICE-SAPS ACAD PAARL Total					13		4						4	14		2			6	1		44
NAT HEAD OFFICE-SAPS ACAD THABONG	NAT HEAD OFFICE- SAPS ACAD THABONG				7		1						5	5					2	2		22
NAT HEAD OFFICE-SAPS ACAD THABONG Total					7		1						5	5					2	2		22
NAT HEAD OFFICE-SAPS	NAT HEAD OFFICE- SAPS ACAD	3			6		12		1				9	9		1	1	1	24	14		81

ACAD TSHWANE	TSHWANE																						
NAT HEAD OFFICE-SAPS ACAD TSHWANE Total		3			6		12		1					9	9		1	1	1	24	14		81
NAT HEAD OFFICE-SAPS BAS TRA INS GRA	NAT HEAD OFFICE- SAPS BAS TRA INS GRA	2			9		3						6	5					4	2		31	
NAT HEAD OFFICE-SAPS BAS TRA INS GRA Total		2			9		3						6	5					4	2		31	
NAT HEAD OFFICE-SAPS BAS TRA INS PHI	NAT HEAD OFFICE- SAPS BAS TRA INS PHI	1			5		4						7	10					3	4	1	35	
NAT HEAD OFFICE-SAPS BAS TRA INS PHI Total		1			5		4						7	10					3	4	1	35	
NAT HEAD OFFICE-SAPS BAS TRA INS ULU	NAT HEAD OFFICE- SAPS BAS TRA INS ULU	1			4		2						6	6				1	1	2		23	
NAT HEAD OFFICE-SAPS BAS TRA INS ULU Total		1			4		2						6	6				1	1	2		23	
NAT HEAD OFFICE-SAPS BAS TRA INST OU	NAT HEAD OFFICE- SAPS BAS TRA INST OU	1			10		1						8	7					1	1		29	
NAT HEAD OFFICE-SAPS BAS TRA INST OU Total		1			10		1						8	7					1	1		29	

NAT HEAD OFFICE-SAPS COMPUTER AC RIE	NAT HEAD OFFICE- SAPS COMPUTER AC RIE				4								2	1								7
NAT HEAD OFFICE-SAPS COMPUTER AC RIE Total					4								2	1								7
NAT HEAD OFFICE-SAPS CR AC PTA CENTR	NAT HEAD OFFICE- SAPS CR AC PTA CENTR				2									3				1				6
NAT HEAD OFFICE-SAPS CR AC PTA CENTR Total					2									3				1				6
NAT HEAD OFFICE-SAPS CRIME INTELL AC	NAT HEAD OFFICE- SAPS CRIME INTELL AC				4								1	1								6
NAT HEAD OFFICE-SAPS CRIME INTELL AC Total					4								1	1								6
NAT HEAD OFFICE-SAPS DET ACAD HAMMAN	NAT HEAD OFFICE- SAPS DET ACAD HAMMAN	2			3		3						3	10					2	2		25
NAT HEAD OFFICE-SAPS DET ACAD HAMMAN Total		2			3		3						3	10					2	2		25
NAT HEAD OFFICE-SAPS K9 ROODEPLAAT	NAT HEAD OFFICE- SAPS K9 ROODEPLAAT	2		1	2	1	7						26	25		4		16	55	5	3	147
NAT HEAD OFFICE-SAPS K9		2		1	2	1	7						26	25		4		16	55	5	3	147

ROODEPLAAT Total																							
NAT HEAD OFFICE-SAPS MOUNT AC POT	NAT HEAD OFFICE- SAPS MOUNT AC POT	8		1	1		4							8	7		1			32	14	1	77
NAT HEAD OFFICE-SAPS MOUNT AC POT Total		8		1	1		4							8	7		1			32	14	1	77
NAT HEAD OFFICE-SAPS OP & TAC AC ADD	NAT HEAD OFFICE- SAPS OP & TAC AC ADD	1		2			3							16	6		1		3	3	2		37
NAT HEAD OFFICE-SAPS OP & TAC AC ADD Total		1		2			3							16	6		1		3	3	2		37
NAT HEAD OFFICE-SAPS OP & TAC AC MAN	NAT HEAD OFFICE- SAPS OP & TAC AC MAN	1		1	15		6							4	5				2				34
NAT HEAD OFFICE-SAPS OP & TAC AC MAN Total		1		1	15		6							4	5				2				34
NAT HEAD OFFICE-SAPS OP & TAC AC MOL	NAT HEAD OFFICE- SAPS OP & TAC AC MOL	5		2	2		6							6	6		1	2	2	13	12		57
NAT HEAD OFFICE-SAPS OP & TAC AC MOL Total		5		2	2		6							6	6		1	2	2	13	12		57
NAT HEAD OFFICE-SAPS OP & TAC AC THA	NAT HEAD OFFICE- SAPS OP & TAC AC THA	2		5			5							13	4		1	2	3	8	8	1	52

NAT HEAD OFFICE-SAPS OP & TAC AC THA Total		2		5			5							13	4		1	2	3	8	8	1	52
NAT HEAD OFFICE-SAPS TRA INS CHATSWO	NAT HEAD OFFICE- SAPS TRA INS CHATSWO				3		4							5	4		1		1	1	1		20
NAT HEAD OFFICE-SAPS TRA INS CHATSWO Total					3		4							5	4		1		1	1	1		20
NAT HEAD OFFICE-SAPS TRA INS MTHATHA	NAT HEAD OFFICE- SAPS TRA INS MTHATHA	1			5		3							5	2				1	1	1		19
NAT HEAD OFFICE-SAPS TRA INS MTHATHA Total		1			5		3							5	2				1	1	1		19
NAT HEAD OFFICE-SAPS TRAIN INS ALL S	NAT HEAD OFFICE- SAPS TRAIN INS ALL S	1			3		4							5	5				1	1	3	1	24
NAT HEAD OFFICE-SAPS TRAIN INS ALL S Total		1			3		4							5	5				1	1	3	1	24
NAT HEAD OFFICE-SAPS TRAIN INST BISH	NAT HEAD OFFICE- SAPS TRAIN INST BISH	1			6		3							4	7					1	3		25
NAT HEAD OFFICE-SAPS TRAIN INST BISH Total		1			6		3							4	7					1	3		25
NAT HEAD OFFICE-SCM	NAT HEAD OFFICE-				43					2				1	3				6	1	1		57

AUX SUP	SCM AUX SUP																						
NAT HEAD OFFICE-SCM AUX SUP Total					43					2				1	3				6	1	1		57
NAT HEAD OFFICE- VETERINARY SCIENCE S	NAT HEAD OFFICE- VETERINARY SCIENCE S				9								9	1						2			21
NAT HEAD OFFICE- VETERINARY SCIENCE S Total					9								9	1						2			21
NORTH WEST	AMALIA-CONTR. SUBCOMPONENT				1								9							1			11
	ASSEN-CONTR. SUBCOMPONENT												10										10
	ATAMELANG- CONTR. SUBCOMPONENT												15							1	1		17
	BEDWANG-CONTR. SUBCOMPONENT				1								8								1		10
	BETHANIE-CONTR. SUBCOMPONENT				3								14	1							1		19
	BIESIESVLEI- CONTR. SUBCOMPONENT				1								9	1									11
	BLOEMHOF- CONTR. SUBCOMPONENT				2	1							12							2	1		18
	BOITEKONG- CONTR. SUBCOMPONENT				6								26	1						1	1		35
	BOONS-CONTR. SUBCOMPONENT										2			11							1		14
	BOSHOEK-CONTR.													7						1			8

SUBCOMPONENT																						
BRAY-CONTR. SUBCOMPONENT													8						1			9
BRITS-CONTR. SUBCOMPONENT				38									47	4				1	4	2		96
BUFFELSHOEK- CONTR. SUBCOMPONENT						1							9	2								12
CHRISTIANA- CONTR. SUBCOMPONENT				2	1								9						1	1		14
COLIGNY-CONTR. SUBCOMPONENT													10							1		11
CYFERSKUIL- CONTR. SUBCOMPONENT				1									8									9
DELAREYVILLE- CONTR. SUBCOMPONENT													10						1			11
GANYESA-CONTR. SUBCOMPONENT				1									9	1					1	1		13
GROOT MARICO- CONTR. SUBCOMPONENT													9							1	1	11
HARTBEESFONTEIN -CONTR. SUBCOMPONENT				2									13	1						1		17
HARTBEESPOORTD AM-CONTR. SUBCOMPONENT				10	2	1				2		1	22						3	1	4	46
HEBRON-CONTR. SUBCOMPONENT						1							22						1			24
HUHUDI-CONTR. SUBCOMPONENT				1									11						4	2	2	20

IKAGENG-CONTR. SUBCOMPONENT				3						2			36	1					1	2	2	47
IPELEGENG-CONTR. SUBCOMPONENT				2									13									15
ITSOSENG-CONTR. SUBCOMPONENT				2		1							16						1	1		21
JERICO-CONTR. SUBCOMPONENT										1			14							2		17
JOUBERTON- CONTR. SUBCOMPONENT				6									20	2					1	1		30
KANANA-CONTR. SUBCOMPONENT				2									15	1					1			19
KGOMOTSO- CONTR. SUBCOMPONENT													11						1	1		13
KHUMA-CONTR. SUBCOMPONENT				1									14						1	1		17
KLERKSDORP- CONTR. SUBCOMPONENT	1			84		1							66	8				4	4	3		171
KLERKSDORP-ICTU													3						2			5
KLERKSKRAAL- CONTR. SUBCOMPONENT				1		1							7									9
KLIPGAT-CONTR. SUBCOMPONENT				3									28	3						1		35
KOSTER-CONTR. SUBCOMPONENT				2									14						1	1		18
LEEUDORINGSTAD- CONTR. SUBCOMPONENT				1									9									10
LEHURUTSHE- CONTR.				5						1			37	1				3	7	3	2	59



SUBCOMPONENT																						
LETHABONG- CONTR. SUBCOMPONENT													9						1	1		11
LETHLABILE- CONTR. SUBCOMPONENT				3		1							14							1		19
LICHTENBURG- CONTR. SUBCOMPONENT				28		1							46	2					3	2	2	84
LOMANYANENG- CONTR. SUBCOMPONENT				1									16									17
MADIBOGO- CONTR. SUBCOMPONENT													11						1	1		13
MADIKWE-CONTR. SUBCOMPONENT													14	1						1		16
MAHIKENG-CONTR. SUBCOMPONENT	1			34		2							67	12		1		6	8	1		132
MAKAPANSTAD- CONTR. SUBCOMPONENT													16	2						1		19
MAKGOBISTAD- CONTR. SUBCOMPONENT						2							14							1		17
MAKWASSIE- CONTR. SUBCOMPONENT				1									8									9
MARIKANA-CONTR. SUBCOMPONENT				1		1							17	2						1	1	23
MMABATHO- CONTR. SUBCOMPONENT			13	30		5							79	8					21	7		163
MMAKAU-CONTR.				9		1							22	1					3	1	2	39

SUBCOMPONENT																						
MOGWASE-CONTR. SUBCOMPONENT				5									23	2					1	1		32
MOKOPONG- CONTR. SUBCOMPONENT													11					1	1		1	14
MOOIFONTEIN- CONTR. SUBCOMPONENT													9							1		10
MOOINOOI-CONTR. SUBCOMPONENT				2									12									14
MOROKWENG- CONTR. SUBCOMPONENT				1									14						1	1		17
MOTHUTLUNG- CONTR. SUBCOMPONENT													7									7
MOTSWEDI- CONTR. SUBCOMPONENT						1							13									14
NIETVERDIEND- CONTR. SUBCOMPONENT													10						1	1		12
ORKNEY-CONTR. SUBCOMPONENT				3									14							1		18
OTTOSDAL-CONTR. SUBCOMPONENT				1									10									11
OTTOSHOOP- CONTR. SUBCOMPONENT													9									9
P COMM NORTH WEST-CONTR. SUBCOMPONENT				148	1	9				3		1	65	19		10		5	16	2	2	281
P COMM NORTH WEST-EXPLOSIVES				12		1							34	3		6		3	1		1	61

P COMM NORTH WEST-NEW VEHICLE STORE												21									21
PHOKENG-CONTR. SUBCOMPONENT	1		11	13		7				3		87	7					23	4	6	162
PIET PLESSIS- CONTR. SUBCOMPONENT												6									6
POTCHEFSTROOM- CONTR. SUBCOMPONENT				46								76	4				1	25	6	5	163
POTCHEFSTROOM- POP			2	4		2				2		23	5					14	2	1	55
PUDIMOE-CONTR. SUBCOMPONENT				8		1						30	3				1	3	2		48
REVILO-CONTR. SUBCOMPONENT												8						1	1		10
RUSTENBURG- CONTR. SUBCOMPONENT				90		1						97	13		2		2	15	8	5	233
SANNIESHOF- CONTR. SUBCOMPONENT										1		16						2	1		20
SCHWEIZER- RENEKE-CONTR. SUBCOMPONENT				1								12	1					2	2		18
SETLAGOLE-CONTR. SUBCOMPONENT												9						2			11
STELLA-CONTR. SUBCOMPONENT												9									9
STILFONTEIN- CONTR. SUBCOMPONENT				9						1		31						4	2	2	49
SUN CITY-CONTR. SUBCOMPONENT				2						1		16	1						2		22

	SWARTRUGGENS- CONTR. SUBCOMPONENT				1								10						1	1		13
	TAUNG-CONTR. SUBCOMPONENT				1								18	1					1	1		22
	TLHABANE-CONTR. SUBCOMPONENT				18		1						37	2					3	2		63
	TSHIDILAMOLOMO -CONTR. SUBCOMPONENT												9									9
	VENTERSDORP- CONTR. SUBCOMPONENT				2								17	1					1	1	1	23
	VORSTERSHOOP- CONTR. SUBCOMPONENT												9						1			10
	VRYBURG-CONTR. SUBCOMPONENT				13					1			57	2					15	4	10	102
	WOLMARANSSTAD- CONTR. SUBCOMPONENT				9		1						26	1					3	1		41
	ZEERUST-CONTR. SUBCOMPONENT				12		1			2			43	5				4	3	4		74
NORTH WEST Total		3		26	689	5	44			22		2	1,842	125		19		31	219	101	50	3,178
NORTHERN CAPE	AGGENEYS-CONTR. SUBCOMPONENT												9			1						10
	ALEXANDER BAY- CONTR. SUBCOMPONENT												8									8
	AUGRABIES- CONTR. SUBCOMPONENT				1								9									10
	BARKLY WEST- CONTR.				2								15			1			1			19

SUBCOMPONENT																						
BATLHAROS- CONTR. SUBCOMPONENT													12			1						13
BELMONT-CONTR. SUBCOMPONENT													4									4
BOETSAP-CONTR. SUBCOMPONENT													6									6
BOTHITHONG- CONTR. SUBCOMPONENT													9									9
BRANDVLEI-CONTR. SUBCOMPONENT													8			1						9
BRITSTOWN- CONTR. SUBCOMPONENT				2									7						1			10
CALVINIA-CONTR. SUBCOMPONENT				5									18	2					2			27
CALVINIA-K9 UNIT													2									2
CALVINIA-STOCK THEFT UNIT													4								1	5
CAMPBELL-CONTR. SUBCOMPONENT													8									8
CARNARVON- CONTR. SUBCOMPONENT				4									18	1		1				1		25
COLESBERG- CONTR. SUBCOMPONENT				3									12						1			16
DANIELSKUIL- CONTR. SUBCOMPONENT			1	4									6			1				1		13
DE AAR-CONTR. SUBCOMPONENT			1	15		1							33	2						5	1	58

DE AAR-K9 UNIT													8									8
DE AAR-STOCK THEFT UNIT										2			6		1				1		2	12
DEBEN-CONTR. SUBCOMPONENT				1									10									11
DELPORTSHOOP-CONTR. SUBCOMPONENT				1									11									12
DINGLETON-CONTR. SUBCOMPONENT				1									8						1			10
DOUGLAS-CONTR. SUBCOMPONENT				2									19						1	1		23
FRASERBURG-CONTR. SUBCOMPONENT													11									11
GALESHEWE-CONTR. SUBCOMPONENT				39		1							39	3					2	1		85
GARIES-CONTR. SUBCOMPONENT				1									8						2			11
GRIEKWASTAD-CONTR. SUBCOMPONENT				1									7						1			9
GROBLERSHOOP-CONTR. SUBCOMPONENT				4									15			1			1			21
HANOVER-CONTR. SUBCOMPONENT				2									6						1			9
HARTSWATER-CONTR. SUBCOMPONENT				6									22						1	1		30
HEUNINGVLEI-CONTR. SUBCOMPONENT													8									8

HONDEKLIP BAY- CONTR. SUBCOMPONENT													7			1						8
HOPETOWN- CONTR. SUBCOMPONENT				4									19	1					2			26
JAN KEMPDORP- CONTR. SUBCOMPONENT				3									13			1						17
KAGISHO-CONTR. SUBCOMPONENT				11									20							1		32
KAKAMAS-CONTR. SUBCOMPONENT				4									20	1		3			2			30
KAMIESKROON- CONTR. SUBCOMPONENT				1									8									9
KANONEILAND- CONTR. SUBCOMPONENT													11						1		1	13
KATHU-CONTR. SUBCOMPONENT				5									20	1					3		4	33
KEIMOGES-CONTR. SUBCOMPONENT				2									14			1			3			20
KENHARDT-CONTR. SUBCOMPONENT				1									8			1						10
KIMBERLEY-10111 COMMAND CENTRE				4									3	2								9
KIMBERLEY-CONTR. SUBCOMPONENT				60									56	2					4	2	5	129
KIMBERLEY-FLYING SQUAD				11																		11
KIMBERLEY- GARAGE				2									7	1						3		13

KIMBERLEY-ICTU				1									11						1			13
KIMBERLEY-K9 UNIT				4	2								16						2			24
KIMBERLEY- MOUNTED UNIT													4						5			9
KIMBERLEY-POP			5	10									18	11					8	1		53
KIMBERLEY-STOCK THEFT UNIT										1			11						1	1	5	19
KIMBERLEY- TACTICAL RESPONSE TE				2									1	6				4				13
KLEINSEE-CONTR. SUBCOMPONENT										1			7									8
KOMAGGAS- CONTR. SUBCOMPONENT													9						1			10
KURUMAN-CONTR. SUBCOMPONENT				7									30	1		2			1	1		42
KURUMAN-K9 UNIT													8						1			9
KURUMAN-STOCK THEFT UNIT										1			8		1						1	11
KUYASA-CONTR. SUBCOMPONENT				3									9									12
LIME ACRES- CONTR. SUBCOMPONENT				2									6									8
LOERIESFONTEIN- CONTR. SUBCOMPONENT													9									9
LOXTON-CONTR. SUBCOMPONENT													7									7
MARYDALE-CONTR.				2									5			1			1			9



SUBCOMPONENT																						
MIDDELPOS- CONTR. SUBCOMPONENT													6									6
MODDER RIVER- CONTR. SUBCOMPONENT				4									7	1		1						13
MOTHIBISTAD- CONTR. SUBCOMPONENT				1									15			1			1			18
NABABEEP-CONTR. SUBCOMPONENT				3									11	1								15
NIEKERKSHOOP- CONTR. SUBCOMPONENT													7									7
NIEUWOUDTVILLE- CONTR. SUBCOMPONENT				2									7									9
NOENIEPUT- CONTR. SUBCOMPONENT									1				5						2			8
NORVALSPONT- CONTR. SUBCOMPONENT				1									6									7
NOUPOORT- CONTR. SUBCOMPONENT				2									10						1			13
OLIFANTSHOEK- CONTR. SUBCOMPONENT				1									9			1			1			12
ONSEEPKANS- CONTR. SUBCOMPONENT													5								1	6
P COMM NORTHERN CAPE- CI:PC				56									38									94

P COMM NORTHERN CAPE- CONTR. SUBCOMPONENT			2	115	3	4							64	16		11		4	15	6		240
P COMM NORTHERN CAPE- CR & CSM: PC				31									50	2		2		5	2			92
P COMM NORTHERN CAPE- DPCI & DET SERV				38		1							19	2		4		2	1			67
P COMM NORTHERN CAPE- EXPLOSIVES						1							17			3			4			25
P COMM NORTHERN CAPE- PROV HEAD PSS N- CAPE			2	4	2								71	6				3	19	1		108
PABALELLO-CONTR. SUBCOMPONENT				6									12	1								19
PAMPIERSTAT- CONTR. SUBCOMPONENT				2									19			1			1			23
PELLA-CONTR. SUBCOMPONENT													8									8
PETRUSVILLE- CONTR. SUBCOMPONENT				2									8									10
PHILIPSTOWN- CONTR. SUBCOMPONENT				5									4									9
PLOOYSBURG- CONTR. SUBCOMPONENT													5									5
POFADDER-CONTR. SUBCOMPONENT				2									17	1		1			2			23
PORT NOLLOTH- CONTR.				6									15	1					2			24

SUBCOMPONENT																						
POSTMASBURG- CONTR. SUBCOMPONENT			1	5									18	1					4			29
POSTMASBURG- STOCK THEFT UNIT									1				4						1		1	7
PRIESKA-CONTR. SUBCOMPONENT				4									21	1					2			28
RICHMOND(C)- CONTR. SUBCOMPONENT				2									8									10
RIETFontein- CONTR. SUBCOMPONENT													7			1			2			10
ROODEPAN- CONTR. SUBCOMPONENT				11									25			1						37
ROSEDALE-CONTR. SUBCOMPONENT				12									24	1						1		38
SEVERN-CONTR. SUBCOMPONENT			1										4									5
SPRINGBOK- CONTR. SUBCOMPONENT			1	15									21			1			4	1		43
SPRINGBOK-K9 UNIT				1									5						1			7
SPRINGBOK-STOCK THEFT UNIT									1				6		1							8
STEINKOPF-CONTR. SUBCOMPONENT				1									7									8
STRYDENBURG- CONTR. SUBCOMPONENT				1									7									8
SUNRISE-CONTR.				6									11									17

SUBCOMPONENT																						
SUTHERLAND- CONTR. SUBCOMPONENT			1										7			1			1			10
TSINENG-CONTR. SUBCOMPONENT													8			1						9
UPINGTON-CONTR. SUBCOMPONENT			1	26		1							69	10		1			8		1	117
UPINGTON-STOCK THEFT UNIT										2			6		1				2			11
VAN ZYLSRUS- CONTR. SUBCOMPONENT													4			1						5
VANDERKLOOF- CONTR. SUBCOMPONENT				1	1								7						1			10
VANWYKSVLEI- CONTR. SUBCOMPONENT													5			1						6
VICTORIA WEST- CONTR. SUBCOMPONENT				4									14						1			19
VIOOLSDRIF- CONTR. SUBCOMPONENT				1		1							6									8
VOSBURG-CONTR. SUBCOMPONENT													9									9
WARRENTON- CONTR. SUBCOMPONENT				4									19	1		1			1			26
WILLISTON-CONTR. SUBCOMPONENT				2									6						1			9
WINDSORTON- CONTR. SUBCOMPONENT				1									8									9

	WITDRAAI-CONTR. SUBCOMPONENT													7						1			8
	WRENCHVILLE- CONTR. SUBCOMPONENT				2									10									12
<b>NORTHERN CAPE Total</b>				16	613	8	10				10			1,519	79	4	51		18	140	22	22	2,512
<b>SECRETARY OF POLICE</b>	SECRETARY OF POLICE-CONTR. SUBCOMPONENT				2																		2
<b>SECRETARY OF POLICE Total</b>					2																		2
<b>WESTERN CAPE</b>	ALBERTINIA- CONTR. SUBCOMPONENT				3									9	1								13
	ASHTON-CONTR. SUBCOMPONENT				8									9						1			18
	ATHLONE-CONTR. SUBCOMPONENT				25									22						1	3		51
	ATLANTIS-CONTR. SUBCOMPONENT				20									25			1			2	1		49
	BARRYDALE- CONTR. SUBCOMPONENT				3									9						1			13
	BEAUFORT WEST- CONTR. SUBCOMPONENT				25		1				2			50	2		2		1	5	4	2	94
	BELHAR-CONTR. SUBCOMPONENT				14									10						1			25
	BELLVILLE SOUTH- CONTR. SUBCOMPONENT				11									12						1	1		25
	BELLVILLE-CONTR. SUBCOMPONENT				59		2			1				35	2		1			1	4		105

BISHOP LAVIS- CONTR. SUBCOMPONENT				36		1							32	6		1		1	1	3	2	83
BONNIEVALE- CONTR. SUBCOMPONENT				6									11									17
BOTHASIG-CONTR. SUBCOMPONENT				11					2				10						2			25
BRACKENFELL- CONTR. SUBCOMPONENT				19									15						1		1	36
BREDASDORP- CONTR. SUBCOMPONENT				7					1				14			1			2	1		26
CALEDON-CONTR. SUBCOMPONENT				16		1							29	1		1			1	2		51
CALITZDORP- CONTR. SUBCOMPONENT				6									9	1					1			17
CAMPS BAY- CONTR. SUBCOMPONENT				8					2				6						1		2	19
CAPE TOWN CENTRAL-CONTR. SUBCOMPONENT				90		1			1	2			52	8		1		2	4	7	13	181
CERES-CONTR. SUBCOMPONENT				17		1							28	2		1			2	3		54
CITRUSDAL-CONTR. SUBCOMPONENT				5									10						2			17
CLANWILLIAM- CONTR. SUBCOMPONENT				4						1			15						2			22
CLAREMONT- CONTR. SUBCOMPONENT				35		1				2			21	2		1			2	2	1	67

CLOETESVILLE- CONTR. SUBCOMPONENT				10									13								23
CONVILLE-CONTR. SUBCOMPONENT				17									18					1	1		37
DA GAMASKOP- CONTR. SUBCOMPONENT			1	19		1							24	1		1		3	2		52
DARLING-CONTR. SUBCOMPONENT				4					1				8					2			15
DE DOORNS- CONTR. SUBCOMPONENT				5					1				13	1				2	1	1	24
DE RUST-CONTR. SUBCOMPONENT				3									9					1			13
DELFT-CONTR. SUBCOMPONENT				36		1							31	2		1			1	1	73
DIEPRIVIER-CONTR. SUBCOMPONENT				14									10					1		2	27
DORING BAY- CONTR. SUBCOMPONENT				4					1				8					1			14
DURBANVILLE- CONTR. SUBCOMPONENT				16					1				25					2			44
DYSSELSDORP- CONTR. SUBCOMPONENT				4									9	1				1			15
EENDEKUIL-CONTR. SUBCOMPONENT				3									8								11
ELANDS BAY- CONTR. SUBCOMPONENT				3					1				7					2			13
ELSIES RIVER- CONTR.				29									23					1	1		54

SUBCOMPONENT																						
FISH HOEK-CONTR. SUBCOMPONENT				9						1			11						2			23
FRANSCHHOEK- CONTR. SUBCOMPONENT				5									14						1			20
GANS BAY-CONTR. SUBCOMPONENT				6						1			13						2			22
GENADENDAL- CONTR. SUBCOMPONENT				4									13						1		1	19
GEORGE-CONTR. SUBCOMPONENT				65		2				4			76	7		2		3	7	6		172
GEORGE-ICTU				1									3						4			8
GEORGE-POP			5	2		2							15	5					7			36
GOODWOOD- CONTR. SUBCOMPONENT				21									17						1	2		41
GORDONS BAY- CONTR. SUBCOMPONENT				10						2			5						3		1	21
GRAAFWATER- CONTR. SUBCOMPONENT				4						1			6	1								12
GRABOUW-CONTR. SUBCOMPONENT				11									18						1	1		31
GRASSY PARK- CONTR. SUBCOMPONENT				23									18						2	1		44
GROOT BRAKRIVIER- CONTR. SUBCOMPONENT				6									11						1		2	20
GROOT- DRAKENSTEIN-				5									9						1			15



CONTR. SUBCOMPONENT																						
GUGULETHU- CONTR. SUBCOMPONENT				28									26						2			56
HARARE-CONTR. SUBCOMPONENT				29						3			27						2	2		63
HEIDELBERG(C)- CONTR. SUBCOMPONENT				6									11						1		1	19
HERMANUS- CONTR. SUBCOMPONENT				25		1							25	3		1			3	2		60
HOPEFIELD-CONTR. SUBCOMPONENT				2									10						1			13
HOUT BAY-CONTR. SUBCOMPONENT				10						4			11						2		2	29
KENSINGTON- CONTR. SUBCOMPONENT				11						1			8						2			22
KHAYELITSHA- CONTR. SUBCOMPONENT				49		1							47	5		1		2	2			107
KIRSTENHOF- CONTR. SUBCOMPONENT				16						1			12						2		5	36
KLAPMUTS-CONTR. SUBCOMPONENT				5									7						1			13
KLAWER-CONTR. SUBCOMPONENT				6									15						3			24
KLEINMOND- CONTR. SUBCOMPONENT				6						2			10	1					2		1	22
KLEINVLEI-CONTR. SUBCOMPONENT				23									24						1	1		49

KNYSNA-CONTR. SUBCOMPONENT				16									40						3	1		60
KRAAIFONTEIN- CONTR. SUBCOMPONENT				34		1				2			38	3		1			2	1		82
KUILSRIVIER- CONTR. SUBCOMPONENT			14	32		5				4			84	13		2			10	2		166
KWANOKUTHULA- CONTR. SUBCOMPONENT				7									13						1			21
KWANONQABA- CONTR. SUBCOMPONENT				9						1			17						1			28
LAAIPEK-CONTR. SUBCOMPONENT				5						1			10						2			18
LADISMITH-CONTR. SUBCOMPONENT				9									15						1			25
LAINGSBURG- CONTR. SUBCOMPONENT				3									16						1			20
LAMBERTSBAAI- CONTR. SUBCOMPONENT				5						1			7						1			14
LANGA-CONTR. SUBCOMPONENT				14									19	1					1	1	4	40
LANGEBAAAN- CONTR. SUBCOMPONENT				4									9						1			14
LANSDOWNE- CONTR. SUBCOMPONENT				17									14						1			32
LEEU GAMKA- CONTR. SUBCOMPONENT				5									9						1			15

LENTEGEUR- CONTR. SUBCOMPONENT				18								22							1		41
LINGELETHU-WEST- CONTR. SUBCOMPONENT				19								22						1	5		47
LUTZVILLE-CONTR. SUBCOMPONENT				6					1			9						1			17
LWANDLE-CONTR. SUBCOMPONENT				9								15						2			26
MACASSAR-CONTR. SUBCOMPONENT				12					2			11						2			27
MAITLAND-CONTR. SUBCOMPONENT				91								35	5				46	9		9	195
MAITLAND- GARAGE			1	7		2			1			17	6		1				6	1	42
MAITLAND-ICTU				1								7			3			12	1		24
MALMESBURY- CONTR. SUBCOMPONENT				19					2			23			1			2	3		50
MANENBERG- CONTR. SUBCOMPONENT				31								20	1					1	1		54
MBEKWENI- CONTR. SUBCOMPONENT				13								22	2					1			38
MCGREGOR- CONTR. SUBCOMPONENT				2								9						1			12
MELKBOSSTRAND- CONTR. SUBCOMPONENT				4								8						1			13
MFULENI-CONTR. SUBCOMPONENT				22					2			24			1			2	3		54

MILNERTON- CONTR. SUBCOMPONENT				33		1							24	2		1			2	1		64
MITCHELLS PLAIN- CONTR. SUBCOMPONENT				90		1							48	4		1		2	3	6		155
MONTAGU-CONTR. SUBCOMPONENT				8									12						1			21
MOORREESBURG- CONTR. SUBCOMPONENT				6									11						1			18
MOSSEL BAY- CONTR. SUBCOMPONENT				19	4					1			24	2					6	2	4	62
MOWBRAY-CONTR. SUBCOMPONENT				12									8						1		2	23
MUIZENBERG- CONTR. SUBCOMPONENT				20		1				2			18	1		1			2	2	1	48
MURRAYSBURG- CONTR. SUBCOMPONENT				2									10						1			13
NAPIER-CONTR. SUBCOMPONENT				4									10						1			15
NUWERUS-CONTR. SUBCOMPONENT				3									9						2			14
NYANGA-CONTR. SUBCOMPONENT				63		1							44	4		1		2	3	3		121
OCEAN VIEW- CONTR. SUBCOMPONENT				10						1			9						2	1	1	24
OUDTSHOORN- CONTR. SUBCOMPONENT				42		1				3			69	2		1			10	3	3	134
OUDTSHOORN-				3									7	1		1			1			13

GARAGE																						
P COMM WESTERN CAPE-DPCI & DET SERV				118		1							20	4		7		5	1			156
P COMM WESTERN CAPE-EXPLOSIVES				7		1							13	1		4			4			30
P COMM WESTERN CAPE-SCM	1		3	529	9	22				3		3	181	46		36		7	34	10	7	891
PAARL EAST- CONTR. SUBCOMPONENT				18									23						1	1		43
PAARL-CONTR. SUBCOMPONENT				53		1				2			44	6		1			8	4	1	120
PAARL-POP			5	3		2							25	7					7			49
PACALTSDORP- CONTR. SUBCOMPONENT				9									14						1	1		25
PAROW-CONTR. SUBCOMPONENT				29									16						1		1	47
PHILADELPHIA- CONTR. SUBCOMPONENT				4									9						1			14
PHILIPPI EAST- CONTR. SUBCOMPONENT				15									19						3	1		38
PHILIPPI-CONTR. SUBCOMPONENT				21									18			1			5	1	2	48
PIKETBERG-CONTR. SUBCOMPONENT				7									10			1			1	1		20
PINELANDS-CONTR. SUBCOMPONENT				12						1			9						2		1	25
PLETTENBERG BAY- CONTR. SUBCOMPONENT				13									19						2	1		35

PORTERVILLE- CONTR. SUBCOMPONENT				6									11						1			18
PRINCE ALBERT- CONTR. SUBCOMPONENT				6									14	1					4		3	28
PRINCE ALFRED HAMLET-CONTR. SUBCOMPONENT				5									16						1			22
RAVENSMEAD- CONTR. SUBCOMPONENT				33			3						26	6					2			70
RAWSONVILLE- CONTR. SUBCOMPONENT				5									13						1		1	20
REDELINGHUY- CONTR. SUBCOMPONENT				2									8						1			11
RIEBEEK WEST- CONTR. SUBCOMPONENT				5									11						1			17
RIVERSDALE- CONTR. SUBCOMPONENT				6									11	1					1	1	2	22
RIVIERSONDEREND -CONTR. SUBCOMPONENT				5									8	1					1			15
ROBERTSON- CONTR. SUBCOMPONENT				13									21			1			1	1		37
RONDEBOSCH- CONTR. SUBCOMPONENT				19									9						1		5	34
SALDANHA-CONTR. SUBCOMPONENT				9	4					3			18	1				2	11		2	50
SARON-CONTR.				5									11						1			17

SUBCOMPONENT																						
SEA POINT-CONTR. SUBCOMPONENT				25									14						1		2	42
SIMON'S TOWN- CONTR. SUBCOMPONENT				5									9						2	1	1	18
SOMERSET WEST- CONTR. SUBCOMPONENT				20						2			21						1	2	1	47
ST HELENA BAY- CONTR. SUBCOMPONENT				5									11						1			17
STANFORD-CONTR. SUBCOMPONENT				5									9						1		1	16
STEENBERG- CONTR. SUBCOMPONENT				21									14						1	1		37
STELLENBOSCH- CONTR. SUBCOMPONENT				39		1							28	2		1			1	3		75
STILL BAY-CONTR. SUBCOMPONENT				4						2			8									14
STRAND-CONTR. SUBCOMPONENT				20						3			22						3	3		51
STRANDFONTEIN- CONTR. SUBCOMPONENT				7						1			10						1			19
STRUISBAAI- CONTR. SUBCOMPONENT				5									9									14
SUURBRAAK- CONTR. SUBCOMPONENT				3									9						1			13
SWELLENDAM- CONTR.				10	1					1			27	2					5	2		48

SUBCOMPONENT																						
TABLE BAY HARBOUR-CONTR. SUBCOMPONENT				9	11					1			25	5				4	13		2	70
TABLE VIEW- CONTR. SUBCOMPONENT				20						2			14						3		3	42
THEMBALETHU- CONTR. SUBCOMPONENT				15									16						1	1		33
TOUWS RIVER- CONTR. SUBCOMPONENT				5									10	1					2			18
TULBAGH-CONTR. SUBCOMPONENT				7									15						3			25
UNIONDALE- CONTR. SUBCOMPONENT				5									11						1			17
VANRHYNSDORP- CONTR. SUBCOMPONENT				5									10						1			16
VILLIERSDORP- CONTR. SUBCOMPONENT				4									13	1		1			1			20
VREDENBURG- CONTR. SUBCOMPONENT				22		1							41	1		1			2	2		70
VREDENDAL- CONTR. SUBCOMPONENT				12		1							36	1		1			1	2		54
WELLINGTON- CONTR. SUBCOMPONENT				16									21						1	1	1	40
WOLSELEY-CONTR. SUBCOMPONENT				7									9									16



	WOODSTOCK- CONTR. SUBCOMPONENT				22					2			19			1			1	1	1	47	
	WORCESTER- CONTR. SUBCOMPONENT				69		1						79	5		1		3	5	2	1	166	
	WYNBERG-CONTR. SUBCOMPONENT				30		1			2			22	2		1			2	5		65	
WESTERN CAPE Total		1		29	3,08 6	29	61	3		3	85		3	3,06 8	193		89		80	358	143	101	7,332
Grand Total		66	13	576	19,4 26	107	514	12	3	37	302	37	20	26,2 85	2,73 8	14	450	9	843	2,72 9	1,46 7	853	56,50 1

## **Annexure ‘G’**

### **Informed consent of participants’ template**

## Appendices

### Informed Consent Document

Dear Participant,

My name is KF Husselmann (212562511). I am a PhD candidate studying at the University of KwaZulu-Natal, Howard College / Pietermaritzburg Campus. The title of the research is: **“Policy knowledge and bureaucratic management perceptions towards effective and efficient fuel usage in the South Africa Police Services”**. The aim of the study is to contribute to the New Public Management (NPM) theory by exploring, describing and analysing the effective and efficient management (perceptions, attitudes and behaviours) of fuel by a representative sample of all station commissioners in the SAPS. It is envisaged that the results could culminate into a model of excellence.

I am interested in interviewing you so as to share your experiences and observations on the subject matter.

Please note that:

- The information that you provide will be used for scholarly research only.
- Your participation is entirely voluntary. You have a choice to participate, not to participate or stop participating in the research. You will not be penalized for taking such an action.
- Your views in this interview will be presented anonymously. Neither your name nor identity will be disclosed in any form in the study.
- The interview will take about one hour.
- The record as well as other items associated with the interview will be held in a password-protected file accessible only to myself and my supervisors. After a period of 5 years, in line with the rules of the university, it will be disposed by shredding and burning.
- If you agree to participate please sign the declaration attached to this statement (a separate sheet will be provided for signatures)

I can be contacted at: School of Applied Human Sciences, University of KwaZulu-Natal, Email: [husselmannkf@saps.gov.za](mailto:husselmannkf@saps.gov.za); Cell: 0825512037;

My supervisor is Dr Steyn who is located at the School of Applied Human Sciences, Pietermaritzburg / Howard College Campus of the University of KwaZulu-Natal. Contact details: email [Steynj@ukzn.ac.za](mailto:Steynj@ukzn.ac.za) Phone number: 0747959961

My co-supervisor is Prof R Teer - Tomaselli who is located at the School of Social Sciences, Howard College Campus of the University of KwaZulu-Natal.

The Humanities and Social Sciences Research Ethics Committee contact details are as follows: Ms Phumelele Ximba, University of KwaZulu-Natal, Research Office, Email: [ximbap@ukzn.ac.za](mailto:ximbap@ukzn.ac.za), Phone number +27312603587.

Thank you for your contribution to this research.

#### DECLARATION

I.....(full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire. I understand the intention of the research. I hereby agree to participate.

I consent / do not consent to have this interview recorded (if applicable)

SIGNATURE OF PARTICIPANT

DATE

.....

