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2022/2023

SUPPLY CHAIN MANAGEMENT

Policy

March 2022



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The Supply Chain Management Policy, adopted in terms of Section 111 of the Local Government: Municipal Finance Management Act, No. 56 of 2003 and the Municipal Supply Chain Management Regulations, Notice 868 of 30 May 2005.

Council resolves in terms of Section 111 of the Local Government Municipal Finance Management Act (No. 56 of 2003), to adopt the following as the Supply Chain Management Policy of the Knysna Local Municipality:

VERSION CONTROL					
POLICY OWNER:		Knysna Municipality Supply Chain Management Unit			
POLICY EFFECTIVE DATE:		01 JULY 2022			
Version	Date	Revision	Section	Page	Reason for change
1	01 JULY 2018	1	All	All	Policy Approval
2	01 JULY 2019	2	All	All	Annual update
3	January 2020	3	IT		Including software
4	1 July 2020	4	All	All	Annual update
5	24 February 2021	5	All	All	Annual update
6	15 March 2022	6	All	All	Annual update

Definitions

In this Policy, unless the context otherwise indicates, a word or expression to which a meaning has been assigned in the **Municipal Finance Management Act, no 56 of 2003**, has the same meaning as in the Act, and –

“Accounting Officer”	in relation to a Municipality means the Accounting Officer as described in Section 60 of the Local Government: Municipal Finance Management Act, no 56 of 2003 as well as Section 82 of the Municipal Structures Act, no 117 of 1998.
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“Bid”	means a written offer in a prescribed or stipulated form in response to an invitation by an organ of state for the provision of services, works or goods
“Close Family Member”	means: (i) spouse or partner, (ii) child, (iii) parent
“Close Members of the Family for GRAP Disclosure”	means those family members who may be expected to influence, or be influenced by that person in their dealings with the entity. As a minimum, a person is considered to be a close member of the family of another person if they: (a) are married or live together in a relationship similar to a marriage; or (b) are separated by no more than two degrees of natural or legal consanguinity or affinity.
“Competitive Bidding Process”	means a competitive bidding process referred to in paragraph 12 (1) (d) of this Policy;
“Competitive Bid”	means a bid in terms of a competitive bidding process;
“Consultants”	means consulting firms, engineering firms, legal firms, construction managers, management firms, procurement agents, inspection agents, auditors, other multinational organizations, investments and merchant banks, universities, research agencies, government agencies, non-governmental (NGO’s) and individuals.
“Contract”	means the agreement that results from the acceptance of a bid by the Municipality;
“Contract Manager”	means the official within a specific department, responsible for all day to day activities (including performance management and dispute resolution) during the life cycle of the contract (with delegated powers to perform this function), as the contract champion. The Contract Manager can also be seen as the Budget holder accountable for expenditure from, and income to, particular budget.

“Contract Owner”	means the official who is, as the owner of a budget vote, ultimately accountable for all the activities during the life cycle of a contract.
“Delegation”	in relation to a duty, includes an instruction a request to perform, or to assist in performing the duty.
“Emergency dispensation”	means emergency as referred to in paragraph 36(10(a)(i) of this policy under which one or more of the following is in existence that warrants an emergency dispensation; (a) The possibility of human injury or death; (b) The prevalence of human suffering or deprivation of rights; (c) The possibility of damage to property, or suffering and death of livestock and animals; (d) The interruption of essential services, including transportation and communication facilities or support services critical to the effective functioning of the Municipality as a whole; (e) The possibility of serious damage occurring to the natural environment; (f) The possibility that failure to take necessary action may result in the Municipality no being able to render an essential community service; (g) The possibility that the security of the state could be compromised; or (h) The prevailing situation, or imminent danger, should be or such a scale that it could not readily be alleviated by interim measures, in order to allow time for the formal procurement process. Emergency dispensation shall not be granted in respect of circumstances other than those contemplated above.
“Exceptional Case”	means unusual not typical circumstances where it is impractical or impossible in practice to follow procurement processes.
“Final Award”	in relation to bids or quotations submitted for a contract, means the final decision on which bid or quote to accept;

“Formal Written Price Quotation”	means quotations referred to in Section 12 (1) (c) of this Policy;
“Head of Department”	means a person in the employment of Knysna Municipality who heads a department or who reports to the Accounting Officer
“IDP”	means Integrated Development Plan
“In the service of the State”	means to be – (a) a member of – i) any municipal council; ii) any provincial legislature; or iii) the National Assembly or the National Council of Provinces; (b) a member of the board of directors of any municipal entity; (c) an official of any Municipality or municipal entity; (d) an employee of any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No.1 of 1999); (e) an executive member of the accounting authority of any national or provincial public entity; or (f) an employee of Parliament or a provincial legislature;
“Irregular Expenditure”	For the purpose of this Policy means expenditure incurred by the Municipality in contravention of, or that is not in accordance with, a requirement of the Supply Chain Management Policy of the Municipality, and which is not been condoned in terms of the Policy
“Long Term Contract”	means a contract with a duration period exceeding one year;
“List of Accredited Prospective Providers”	means the list of accredited prospective providers which the Municipality must keep in terms of Section 14 of this Policy;
“Municipality”	means Knysna Local Municipality

“Municipal Systems Act”	means the Local Government: Municipal System Act 32 of 2000
“Notice Boards”	means the official notice boards at the municipal offices, libraries and any notice boards at the dedicated directorates
“Other Applicable Legislation”	means any other legislation applicable to municipal supply chain management, including – a) the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000); b) the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003); c) the Construction Industry Development Board Act, 2000 (Act No.38 of 2000); d) the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003); e) the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000); f) the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998); g) the Prevention and Combating of Corrupt Activities Act, 2000 (Act No. 12 of 2004); h) the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003): Municipal Supply Chain Management Regulations; i) the Preferential Procurement Regulations, 2017 j) the Competitions Act 1998 (Act No. 89 of 1998)
“Policy”	means the Supply Chain Management Policy of the Knysna Local Municipality
“Quotation”	means a stated price that a supplier expects to receive for the provision of specified services, works or goods;
“Single source”	refers to when competition exist in the market, but from a selected few suppliers due to technical capabilities and abilities comply with the requirements of the Municipality;
“Sole Supplier”	means the only supplier in the South African market that can provide a particular product or service; there is no

	competition in the market; with sole distribution rights and/or patent rights or manufacturer;
“Supply chain management practitioners”	includes the Chief Financial Officer, the Head of the Budget and Treasury Office and the Head of Supply Chain Management as well as other supply chain officials;
“Tender”	means ‘bid’ or ‘quotation’ in relation to ‘Tender Box’
“Treasury Guidelines”	means any guidelines on supply chain management issued by the Minister in terms of Section 168 of the Act;
“Validity period”	means the period for which a bid is to remain valid and binding as stipulated in the relevant tender document. The validity period for all Knysna tenders will be until the day the tender is awarded.

ESTABLISHMENT AND IMPLEMENTATION OF SUPPLY CHAIN MANAGEMENT POLICY

Supply Chain Management Policy

- (1) The Knysna Municipality resolved in terms of Section 111 of the Municipal Finance Management Act, No. 56 of 2003, to have and implement a Supply Chain Management Policy that:
- a) gives effect to –
 - i) Section 217 of the Constitution; and
 - ii) Part 1 of Chapter 11 and other applicable provisions of the Act;
 - b) is fair, equitable, transparent, competitive and cost effective;
 - c) complies with –
 - i) the Regulations; and
 - ii) any minimum norms and standards that may be prescribed in terms of Section 168 of the Act;
 - d) is consistent with other applicable legislation;
 - e) does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres;
 - f) is consistent with national economic policy concerning the promotion of investments and doing business with the public sector;
 - g) applies the highest ethical standards;
 - h) promotes local economic development; and

- i) assign responsibility for the implementation of the policy to the Accounting Officer of the Municipality.
- (2) The Municipality may not act otherwise than in accordance with this Supply Chain Management Policy when:
 - (a) procuring goods or services;
 - (b) disposing of goods, no longer needed;
 - (c) selecting contractors to provide assistance in the provision of municipal services otherwise than in circumstances where Chapter 8 of the Municipal Systems Act applies; or
 - (d) selecting external mechanisms referred to in Section 80 (1) (b) of the Municipal Systems Act for the provision of municipal services in circumstances contemplated in Section 83 of that Act.
- (3) This Policy, except where provided otherwise, does not apply in respect of the procurement of goods and services contemplated in Section 110(2) of the Act, including –
 - (a) water from the Department of Water Affairs or a public entity, another Municipality or a municipal entity; and
 - (b) electricity from Eskom or another public entity, another Municipality or a municipal entity.

1. Amendment of the Supply Chain Management Policy

- (1) The Accounting Officer must –
 - (a) at least annually review the implementation of this Policy; and
 - (b) when the Accounting Officer considers it necessary, submit proposals for the amendment of this Policy to the Council.
- (2) If the Accounting Officer submits proposed amendments to the council that differs from the model policy issued by the National Treasury, the Accounting Officer must –
 - (a) ensure that such proposed amendments comply with the Regulations; and
 - (b) report any deviation from the model policy to the National Treasury and the Provincial Treasury.
 - (c) when amending this Supply Chain Management Policy, the need for uniformity in supply chain practices, procedures and forms between organs of state in all spheres, particularly to promote accessibility of supply chain management systems for small businesses must be taken into account.
 - (d) the Accounting Officer must, in terms of Section 62(1) (f) (i) of the Act, take all reasonable steps to ensure that the Municipality has and implements this Supply Chain Management Policy.

2. Delegation of supply chain management powers and duties

- (1) The council hereby delegates all powers and duties to the Accounting Officer which are necessary to enable the Accounting Officer –

- (a) to discharge the supply chain management responsibilities conferred on the Accounting Officer in terms of –
 - (i) Chapter 8 of the Act; and
 - (ii) the Supply Chain Management Policy.
 - (b) to maximize administrative and operational efficiency in the implementation of this Policy;
 - (c) to enforce reasonable cost-effective measures for the prevention of fraud, corruption, favouritism and unfair and irregular practices in the implementation of this Policy; and
 - (d) to comply with his or her responsibilities in terms of Section 115 and other applicable provisions of the Act.
- (2) Section 79 of the Act applies to the sub-delegation of powers and duties delegated to an Accounting Officer in terms of Sub-Section (1).
 - (3) The Council or Accounting Officer may not sub-delegate any supply chain management powers or duties to a person who is not an official of Municipality or to a committee which is not exclusively composed of officials of the Municipality.
 - (4) Section 4(3) may not be read as permitting an official to whom the power to make final awards has been delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in Section 26 of this Policy.

3. Sub-delegations

- (1) The Accounting Officer may in terms of Section 79 of the Act sub-delegate any supply chain management powers and duties, including those delegated to the Accounting Officer in terms of this Policy, but any such sub-delegation must be consistent with Sub-Section (2) of this Section and Section 4 of this Policy.
- (2) The power to make a final award –
 - (a) above R10 million may not be sub-delegated by the Accounting Officer;
 - (b) above R2 million, but not exceeding R10 million, may be sub-delegated but only to –
 - (i) the Chief Financial Officer;
 - (ii) a Head of Department; or
 - (iii) a Bid Adjudication Committee of which the Chief Financial Officer or a senior manager is a member.
 - (c) not exceeding R 2 million may be sub-delegated but only to –
 - (i) the Chief Financial Officer;
 - (ii) a Head of Department;
 - (iii) a manager directly accountable to the Chief Financial Officer or a Head of Department, or
 - (iv) a Bid Adjudication Committee.

- (3) An official or Bid Adjudication Committee to which the power to make final awards has been sub-delegated in accordance with Sub-Section (2) must within five working days of the end of each month submit to the Accounting Officer a written report containing particulars of each final award made by such official or committee during that month, including–
 - (a) the amount of the award;
 - (b) the name of the person to whom the award was made; and
 - (c) the reason why the award was made to that person.
- (4) A written report referred to in Sub-Section (3) must be submitted –
 - (a) to the Accounting Officer, in the case of an award by –
 - (i) the Chief Financial Officer;
 - (ii) a senior manager; or
 - (iii) a Bid Adjudication Committee of which the Chief Financial Officer or a senior manager is a member.
 - (b) to the Chief Financial Officer or the senior manager responsible for the relevant bid, in the case of an award by –
 - (i) a manager referred to in subparagraph (2)(c)(iii); or
 - (ii) a Bid Adjudication Committee of which the Chief Financial Officer or a senior manager is not a member.
- (5) Sub-Section (3) of this Section does not apply to procurements out of petty cash.
- (6) This Section may not be interpreted as permitting an official to whom the power to make final awards has been sub-delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in Section 26 of this Policy.
- (7) No supply chain management decision-making powers may be delegated to an advisor or consultant.

4. Oversight role of Council

- (1) The council reserves its right to maintain oversight over the implementation of this Policy.
- (2) For the purposes of such oversight the Accounting Officer must –
 - (a) within 30 days of the end of each financial year, submit a report on the implementation of this Policy and the Supply Chain Management Policy of any municipal entity under the sole or shared control of the Municipality, to the council of the Municipality; and
 - (b) whenever there are serious and material problems in the implementation of this Policy, immediately submit a report to the council.
- (3) The Accounting Officer must, within 10 days of the end of each quarter, submit a report on the implementation of the Supply Chain Management Policy to the mayor.
- (4) The reports must be made public in accordance with Section 21A of the Municipal Systems Act.

- (5) The Accounting Officer will, within 60 days of the end of each financial year, submit to the Provincial Treasury any information concerning supply chain management in such format as the National Treasury and Provincial Treasury may determine.
- (6) To maintain oversight over the implementation of the SCM Policies and Principles. To this end, in addition to the reports referred to in regulation 6(2) and 6(3) of the SCM TR, and in addition to the deviations reports that are already being reported on, the AO must also submit monthly reports to the Mayor for tabling in Council containing details of all tenders awarded during the previous month including but not limited to the following in respect of each tender:
 - a) The decisions of the BSC and the reasons therefore;
 - b) The recommendations of the BEC and the reasons therefore;
 - c) The minutes of the BAC reflecting the bid specifications, the decisions/recommendation of the BAC and, if such decisions/recommendations differ from the recommendations of the BEC, the reasons for so differing and the outcome of any resolution of the difference of opinion between the BEC and BAC;
 - d) Details of any subsequent decision of the AO on any recommendations and, where applicable, the reasons for the AO's decision being different from the recommendations of the BEC and/or the BAC; and
 - e) Information about any developments during that month in respect of any dispute, complaint, objection or court action submitted in relation to any tender award. If any of the above information becomes available only in subsequent months in relation to such awards, such information must likewise be reported to the Mayor in the month following that in which the information became known to the AO. Any dispute, complaint, objection or court action in relation to any decisions or actions taken by the Municipality in respect of other aspects of the operation of the SCM system should likewise be reported on.

5. Supply Chain Management Unit

- (a) The Accounting Officer must establish a Supply Chain Management Unit to implement this Policy.
- (b) The Supply Chain Management Unit operates under the direct administrative charge of the Chief Financial Officer, supervised by the Manager: Supply Chain Management as the Head of Supply Chain Management to whom this duty has been sub-delegated in terms of Section 82 of the Act.

6. Training of supply chain management officials

- (a) The training of officials involved in implementing this Policy should be in accordance with any Treasury guidelines on supply chain management training.

SUPPLY CHAIN MANAGEMENT SYSTEM

7. Format of supply chain management system

- (1) This Supply Chain Management Policy provides systems for –

- (a) demand management;
- (i) acquisition management;
- (ii) logistics management;
- (iii) disposal management;
- (iv) risk management; and
- (v) performance management.

Part 1: Demand Management

8. System of demand management

- (1) The Accounting Officer must establish and implement an appropriate demand management system in order to ensure that the resources required by the Municipality to support its operational commitments and its strategic goals outlined in the Integrated Development Plan.
- (2) The demand management system must –
 - (a) include timely planning and management processes to ensure that all goods and services required by the Municipality are quantified, budgeted for and timely and effectively delivered at the right locations and at the critical delivery dates, and are of the appropriate quality and quantity at a fair cost;
 - (b) take into account any benefits of economies of scale that may be derived in the case of acquisitions of a repetitive nature;
 - (c) provide for the compilation of the required specifications to ensure that its needs are met;
 - (d) undertake appropriate industry analysis and research to ensure that innovations and technological benefits are maximized; and
 - (e) include the following demand management considerations –
 - (i) understanding of future and current needs;
 - (ii) requirements are linked to the budget;
 - (iii) specifications are determined;
 - (iv) needs form part of the strategic plan and Integrated Development Plan of the Municipality;
 - (v) analysis of past and current expenditure;
 - (vi) optimum methods to satisfy needs;
 - (vii) frequency of requirements is specified;
 - (viii) calculation of economic order quantity; and

(ix) conducting of industry and market analysis.

- (3) The Demand Management Plan must be developed in conjunction with the IDP, Service Delivery and Budget Implementation Plan (SDBIP) and annual budget.
- (4) All user departments are required to submit their procurement plans to the Supply Chain Management Unit by 31 March in terms of the IDP and Budget processes.
- (5) The Demand Management Plan must be submitted to and approved by the Accounting Officer or his or her delegate before 30 June of each year.
- (6) The Demand Management Plan must be reviewed regularly and submitted to the Accounting Officer or his delegate on a quarterly basis.
- (7) Demand management must be co-ordinated by SCM officials of the Municipality in consultation with budget holders.
- (8) The outcome of this activity should be a detailed planning document that outlines what goods, works or services should be procured, the manner in which they should be procured as well as the time-lines to execute the procurement functions

Part 2: Acquisition management

9. System of acquisition management

- (1) The Accounting Officer must establish, through operational procedures, an effective system of acquisition management in order to ensure: -
 - (a) that goods and services are procured by the Municipality in accordance with authorized processes only;
 - (b) that expenditure on goods and services is incurred in terms of an approved budget in terms of Section 15 of the Act;
 - (c) that the threshold values for the different procurement processes are complied with;
 - (d) that bid documentation, evaluation and adjudication criteria, and general conditions of a contract, are in accordance with any applicable legislation; and
 - (e) that any Treasury guidelines on acquisition management are properly taken into account.
- (2) When procuring goods or services contemplated in Section 110(2) of the Act, the Accounting Officer must make public the fact that such goods or services are procured otherwise than through the Municipality's supply chain management system, including -
 - (a) the kind of goods or services; and
 - (b) the name of the supplier.

10. Range of procurement processes

- (1) Goods and services may only be procured by way of –
 - (a) petty cash purchases in terms of Council's Petty Cash Policy for procurement transactions with a value up to R2 000 (Incl. VAT);
 - (b) written or verbal quotations for procurement transactions of a value up to R10 000;
 - (c) formal written price quotations for procurement transactions of a value over R10 000 up to R200 000; and
 - (d) a competitive bidding process for–
 - (i) procurement transactions with a value above of R200 000; and
 - (ii) the procurement of long term contracts.
- (2) The Accounting Officer may, in writing-
 - (a) lower, but not increase, the different threshold values specified in Sub-Section (1); or
 - (b) direct that –
 - (i) written or verbal quotations be obtained for any specific procurement of a transaction value lower than R2 000;
 - (ii) formal written price quotations be obtained for any specific procurement of a transaction value lower than R10 000; or
 - (iii) a competitive bidding process be followed for any specific procurement of a transaction value lower than R200 000.
- (3) Goods or services may not deliberately be split into parts or items of a lesser value merely to avoid complying with the requirements of the policy. When determining transaction values, a requirement for goods or services consisting of different parts or items must as far as possible be treated and dealt with as a single transaction.

11. General preconditions for consideration of written quotations or bids

A written quotation or bid may not be considered unless the provider who submitted the quotation or bid –

- (a) has furnished that provider's –
 - (i) full name;
 - (ii) identification number or company or other registration number; and
 - (iii) tax reference number and VAT registration number, if any;
- (b) has authorised the Municipality to verify any of the documentation referred to in Sub-Section (a) above; and
- (c) has indicated –

- (i) whether he or she is in the service of the state, or has been in the service of the state in the previous twelve months;
 - (ii) if the provider is not a natural person, whether any of its directors, managers, principal shareholders or stakeholder is in the service of the state, or has been in the service of the state in the previous twelve months; or
 - (iii) whether a spouse, child or parent of the provider or of a director, manager, shareholder or stakeholder referred to in Sub-Section (ii) is in the service of the state, or has been in the service of the state in the previous twelve months.
- (d) has indicated the status of the providers municipal accounts with their applicable municipality. It must be noted that according to the Customer Care and Debt Collection Policy outstanding accounts must be settled within three (3) months of receiving an order. The outstanding debt will be collected by the Creditors department from the invoices submitted to the municipality.

12. Lists of accredited prospective providers

(1) The Accounting Officer must –

- (a) keep a list of accredited prospective providers of goods and services that must be used for the procurement requirements through written or verbal quotations and formal written price quotations;
- (b) ensure that the listing platforms comply with National Treasury instructions;
- (c) ensure that the centralized supplier database (CSD) from National Treasury is used for procurement above R30 000 and that awards are made to suppliers that is registered on the CSD;
- (d) at least once a year through newspapers commonly circulating locally, the website and any other appropriate ways, invite prospective providers of goods or services to apply for evaluation and listing as accredited prospective providers; and
- (e) ensure that prospective providers meet the following listing criteria:
 - (i) Name of supplier / service provider;
 - (ii) Street address;
 - (iii) Postal address;
 - (iv) Contact person in Sales Department;
 - (v) Sales Department's telephone number;
 - (vi) Sales Department's fax number;
 - (vii) Sales Department's cell number;
 - (viii) Sales Department's email address;
 - (ix) Contact person in Accounts Department;

- (x) VAT registration number;
 - (xi) Bank details;
 - (xii) Type of industry;
 - (xiii) Valid certification for specialised services;
 - (xiv) Valid tax clearance certificate, if available;
 - (xv) Valid certification in respect of Exempted Micro Enterprises or B-BBEE Status Level of Contributor, if available; and
 - (xvi) Relevant identification numbers of all members, directors and partners
- (f) disallow the listing of any prospective provider whose name appears on the National Treasury's database as a person prohibited from doing business with the public sector.
- (2) The list must be updated at least quarterly to include any additional prospective providers and any new commodities or types of services. Prospective providers must be allowed to submit applications for listing at any time.
 - (3) The list must be compiled per commodity and per type of service.
 - (4) Once a list has been compiled per commodity and per type of service, price quotations will be invited from the suppliers in a manner that promotes on-going competition, including on a rotation basis.
 - (5) The inclusion of any supplier in the database of suppliers does not exempt the supplier from the obligation to respond in the prescribed manner to notices of the Municipality's supply chain management requirements.
 - (6) Suppliers who wish to be included in the list of accredited suppliers without waiting for the next invitation may approach the Procurement Section for inclusion, provided that they supply the necessary documentation and information for evaluation. Once these requirements have been satisfied, the Procurement Section will ensure that the prospective supplier is evaluated and will provide a response as to approval or not within a reasonable time.
 - (7) The prospective supplier list shall be used effectively to promote B-BBEE as well as the participation of Small, Medium and Micro Enterprises (SMME's).

13. Petty cash purchases

- (a) The conditions for the procurement of goods by means of petty cash purchases referred to in Section 12(1)(a) of this Policy must be stipulated in a Petty Cash Policy which must comply with the individual transaction with the Chief Financial Officer having the discretion to approve transactions under exceptional circumstances that does not exceed R 300 per transaction.
- (b) Within the petty cash monetary threshold, up to R2 000, VAT included, satisfy the requirement according to the prescribed petty cash policy.
- (c) The Municipality shall ensure that a petty cash policy and procedures are in place.

- (d) The petty cash policy must stipulate for which items and under which circumstances petty cash may not be utilized.
- (e) The petty cash procedure may not be used for items available on contract, payroll payments, inventory, capital goods and other personal obligations.
- (f) Monthly reconciliations must be done by each manager and be submitted to the CFO.

14. Written or verbal quotations

- (1) The conditions for the procurement of goods by means of verbal quotations for minor items with a value up to R2 000 are as follows:
 - a) Verbal quotations must be obtained from at least one prospective supplier or service provider preferably from, but not limited to, suppliers or service providers whose names appear on the list of accredited prospective providers of the Municipality provided that if quotations are obtained from providers who are not listed, such providers must meet the listing criteria set out in Section 14(1) (b), (c) and (d) of this Policy;
 - b) when using the list of accredited prospective providers, the Accounting Officer must promote on-going competition amongst providers by inviting providers to submit quotations on a rotation basis if and when possible;
 - c) if a quotation was submitted verbally, the order may be placed only against written confirmation by the selected provider; and
 - d) no orders may be placed based on verbal price quotations only.
- (2) The conditions for the procurement of goods or services for a value over R2 000 up to R30 000, through written quotations are as follows:
 - (a) Written quotations must be obtained from at least three different providers preferably from, but not limited to, providers whose names appear on the list of accredited prospective providers of the Municipality, provided that if quotations are obtained from providers who are not listed, such providers must meet the listing criteria set out in Section 14(1)(b) and (c) of this Policy;
 - (b) to the extent feasible, providers must be requested to submit such quotations in writing;
 - (c) Requirements for quotations above R 2 000 and up to R 30 000 must be advertised for at least 3 days on the website and an official notice board of the Municipality.
 - (d) if it is not possible to obtain at least three quotations, the reasons must be recorded and reported quarterly to the Accounting Officer or another official designated by the Accounting Officer;
 - (e) the Accounting Officer must record the names of the potential providers requested to provide such quotations with their quoted prices; and
- (2) Quotations must:
 - (a) be signed by a person with the necessary authority to act on behalf of the prospective supplier;
 - (b) comply with the specifications set out in the quotation notice;

- (c) be marked for identification in relation to the particular quotation.
- (3) Receiving and opening procedures for written quotations above R2000 up to R30 000:
 - (a) Quotations must be submitted in writing preferably by hand or per e-mail.
 - (b) Bid box procedures will be used.

15. Formal written price quotations

- (1) The conditions for the procurement of goods or services for a value over R30 000 up to R200 000, through formal written price quotations are as follows:
 - (a) quotations must be obtained in writing from at least three different providers whose names appear on the list of accredited prospective providers of the Municipality;
 - (a) quotations may be obtained from providers who are not listed, provided that such providers meet the listing criteria set out in Section 14(1)(b) and (c) of this Policy;
 - (b) if it is not possible to obtain at least three quotations, the reasons must be recorded and approved by the Chief Financial Officer or an official designated by the Chief Financial Officer, and
 - (c) the Accounting Officer must record the names of the potential providers and their written quotations.
- (2) Quotations must:
 - (a) be in writing, and signed by a person with the necessary authority to act on behalf of the prospective supplier;
 - (b) comply with the specifications set out in the quotation notice;
 - (c) be marked for identification in relation to the particular quotation.
- (3) A designated official referred to in Sub-Section (1) (c) must within three days of the end of each month report to the Chief Financial Officer on any approvals given during that month by that official in terms of that Sub-Section.

16. Procedures for procuring goods or services through written or verbal quotations and formal written price quotations

- (1) The procedure for the procurement of goods or services through written or verbal quotations or formal written price quotations is as follows:
 - (a) when using the list of accredited prospective providers, the Accounting Officer must promote on-going competition amongst providers by inviting providers to submit quotations on a rotation basis;
 - (b) all goods and services in excess of R30 000 that are to be procured by means of formal written price quotations must, in addition to the requirements of Section 17, be advertised for at least seven days on the website and an official notice board of the Municipality;

- (c) offers received must be evaluated on a comparative basis taking into account unconditional discounts;
- (d) the Accounting Officer or Chief Financial Officer must on a monthly basis be notified in writing of all written or verbal quotations and formal written price quotations accepted by an official acting in terms of a sub delegation;
- (e) offers below R30 000 must be awarded based on compliance to specifications and conditions of contract, ability and capability to deliver the goods and services and lowest price;
- (f) acceptable offers, which are subject to the preference points system (PPPFA and associated regulations), must be awarded to the bidder who scored the highest points; and
- (g) requirements for proper record keeping such as:
 - (i) filing of documents for audit purposes;
 - (ii) ensure the correctness of documents;
 - (iii) before awards proper checking of documents must be done.
- (2) Notwithstanding the above requirements for consideration, quotations not to specification may not be accepted.
- (3) Only quotations complying with the specifications will be considered to be accepted, provided that there are sufficient funds within the appropriate budget.
- (4) Where no quotation complies with the specification, as determined by the Head of the Department, the SCM Manager may re-invite quotations.

17. Competitive bids

- (1) Goods or services above a transaction value of R200 000 and long term contracts may only be procured through a competitive bidding process, subject to Paragraph 11(2) of this Policy.
- (2) The bid documentation will be prepared by the SCM Manager in consultation with the relevant directorate and displayed on notice boards, placed on the council's website, and advertised in commonly circulated local and/or provincial newspapers with a closing date of at least 14 days after the date that the advertisement first appears.
- (3) No requirement for goods or services above an estimated transaction value of R200 000 may deliberately be split into parts or items of lesser value merely for the sake of procuring the goods or services otherwise than through a competitive bidding process.

18. Process for competitive bidding

- (1) The procedures for the following stages of a competitive bidding process are as follows:
 - (a) Compilation of bidding documentation as detailed in Section 21;
 - (b) Public invitation of bids as detailed in Section 22;
 - (c) Site meetings or briefing sessions as detailed in Section 22;

- (d) Handling of bids submitted in response to public invitation as detailed in Section 23;
- (e) Evaluation of bids as detailed in Section 28;
- (f) Award of contracts as detailed in Section 29;
- (g) Administration of contracts; after approval of a bid, the Accounting Officer and the bidder must enter into a written agreement.
- (h) Proper record keeping; Original / legal copies of written contract agreements should be kept in a secure place for reference purposes.

19. Bid documentation for competitive bids

- (1) The criteria with which bid documentation for a competitive bidding process must comply, must –
 - (a) take into account –
 - (i) the general conditions of contract and any special conditions of contract, if specified;
 - (ii) any Treasury guidelines on bid documentation; and
 - (iii) the requirements of the Construction Industry Development Board, in the case of a bid relating to construction, upgrading or refurbishment of buildings or infrastructure;
 - (b) include the preference points system to be used, goals as contemplated in the Preferential Procurement Regulations and evaluation and adjudication criteria, including any criteria required by other applicable legislation;
 - (c) include the compulsory submission of B-BBEE status level verification certificates or certified copies thereof. Letters from auditors or companies indicating that the B-BBEE certificate lapsed, verifying the B-BBEE level, will not be accepted and bidders will score 0 points for B-BBEE;
 - (d) include evaluation and adjudication criteria, including any criteria required by other applicable legislation;
 - (e) include evaluation criteria for measuring of functionality (where applicable);
 - Tenders to be evaluated on functionality:
 - The municipality must state in the tender documents if the tender will be evaluated on functionality.
 - The evaluation criteria for measuring functionality must be objective.
 - The tender documents must specify-
 - the evaluation criteria for measuring functionality;
 - the points for each criteria and, if any, each sub-criterion; and
 - the minimum qualifying score for functionality.
 - The minimum qualifying score for functionality for a tender to be considered further-
 - must be determined separately for each tender; and
 - may not be so-

- (i) low that it may jeopardise the quality of the required goods or services; or
 - (ii) high that it is unreasonably restrictive.
- Points scored for functionality must be rounded off to the nearest two decimal places.
- A tender that fails to obtain the minimum qualifying score for functionality as indicated in the tender documents is not an acceptable tender.
- Each tender that obtained the minimum qualifying score for functionality must be evaluated further in terms of price and the preference point system and any objective criteria envisaged in the tender document.
- (f) include conditions for sub-contracting according to applicable legislation;
- (g) ensure that a due diligence process is conducted to determine whether the preferred bidders have the capability and ability to execute the contract;
- (h) compel bidders to declare any conflict of interest they may have in the transaction for which the bid is submitted;
- (i) if the value of the transaction is expected to exceed R10 million (VAT included), require bidders to furnish–
 - (i) if the bidder is required by law to prepare annual financial statements for auditing, their audited annual financial statements
 - (aa) for the past three years; or
 - (bb) since their establishment if established during the past three years;
 - (ii) a certificate signed by the bidder certifying that the bidder has no undisputed commitments for municipal services towards a Municipality or other service provider in respect of which payment is overdue for more than 30 days;
 - (iii) particulars of any contracts awarded to the bidder by an organ of state during the past five years, including particulars of any material non-compliance or dispute concerning the execution of such contract; and
 - (iv) a statement indicating whether any portion of the goods or services is expected to be sourced from outside the Republic, and, if so, what portion and whether any portion of payment from the Municipality or municipal entity is expected to be transferred out of the Republic.
- (j) stipulate that disputes must be settled by means of mutual consultation, mediation (with or without legal representation), or, when unsuccessful, in a South African court of law;
- (k) a requirement to supply tax references, tax clearance certificates, VAT registration numbers and identification or registration numbers;
- (l) details of any contracts above R200 000 carried out on behalf of the Municipality within the last five years;
- (m) contract management processes and procedures including provision for the Accounting Officer to cancel the contract on the grounds of unsatisfactory performance; and

- (n) any other matters as required by the MFMA and the Supply Chain Management Regulations.

20. Public invitation for competitive bids

- (1) The procedure for the invitation of competitive bids is as follows:
- (a) Any invitation to prospective providers to submit bids must be by means of a public advertisement in newspapers commonly circulating locally, the website of the Municipality or any other appropriate ways (which may include an advertisement in the Government Tender Bulletin); and
 - (b) the information contained in a public advertisement, must include –
 - (i) the closure date for the submission of bids, which may not be less than 30 days in the case of transactions over R10 million, or which are of a long term nature (longer than 1 years), or 14 days in any other case, from the date on which the advertisement is placed in a newspaper, subject to Sub-Section (2) of this policy;
 - (ii) a statement that bids may only be submitted on the bid documentation provided by the Municipality; and
 - (iii) date, time and venue of any proposed site meetings or briefing sessions.
- (2) The Accounting Officer may determine a closure date for the submission of bids which is less than the 30 or 14 days' requirement, but only if such shorter period can be justified on the grounds of urgency or emergency or any exceptional case where it is impractical or impossible to follow the official procurement process.
- (3) Bids submitted must be sealed.

21. Procedure for handling, opening and recording of bids

- (1) The procedures for the handling, opening and recording of bids, are as follows:
- (a) Bids–
 - (i) must be opened only in public;
 - (ii) must be opened at the same time and as soon as possible after the period for the submission of bids has expired; and
 - (iii) received after the closing time should not be considered and returned unopened immediately.
 - (b) Any bidder or member of the public has the right to request that the names of the bidders who submitted bids in time must be read out and, if practical, also each bidder's total bidding price;
 - (c) No information, except the provisions in Sub-Section (b), relating to the bid should be disclosed to bidders or other persons until the successful bidder is notified of the award; and
 - (d) The Accounting Officer must –
 - (i) record in a register all bids received in time;

- (ii) make the register available for public inspection; and
 - (iii) publish the entries in the register and the bid results on the website.
- (2) For a bid to be considered it must comply with all the requirements of the bid documentation and be placed in the official tender box located at the Supply Chain Management Unit in Clyde Street.
 - (3) The Municipality charges a non-refundable fee for provision of bid documents. This is subject to annual review. Values of the fees will be determined annually and included in the official lists of tariffs.
 - (4) Bid documents must be made available on Council's Website at no charge, as far as possible.
 - (5) The Manager: Supply Chain will ensure that tender boxes are sealed until the time of their official opening, and ensure that they are properly secured.
 - (6) At the advertised time, the tender box will be unlocked by officials from the Supply Chain Management Unit.
 - (7) A Supply Chain Management practitioner will open bid documents in the presence of bidders or other interested parties.
 - (8) The tender box may be opened without any members of public being present provided that the appropriate procedure for advertising the time and venue has been followed.
 - (9) Unmarked or incorrectly marked tenders will not be opened
 - (10) The names and total bid amounts will be read out and recorded in the tender register, which will be available for public inspection on request.
 - (11) A copy of the record must be kept in the office of the SCM Manager and a complete schedule provided as soon as is practical.
 - (12) Bid results will be published on the Municipality's website.

22. Negotiations with preferred bidders

- (1) The Accounting Officer may negotiate the final terms of a contract with bidders identified through a competitive bidding process as preferred bidders, provided that such negotiation –
 - a) does not allow any preferred bidder a second or unfair opportunity;
 - b) is not to the detriment of any other bidder;
 - c) If the price offered by a tenderer scoring the highest points is not market-related, the organ of state may not award the contract to that tenderer.
 - d) The municipality may-
 - negotiate a market-related price with the tenderer scoring the highest points or cancel the tender;
 - if the tenderer does not agree to a market-related price, negotiate a market-related price with the tenderer scoring the second highest points or cancel the tender;

- if the tenderer scoring the second highest points does not agree to a market-related price, negotiate a market-related price with the tenderer scoring the third highest points or cancel the tender.
 - e) If a market-related price is not agreed as envisaged in Sub-Section 6.10.3, the municipality must cancel the tender.
 - f) does not lead to a higher price than the bid as submitted.
- (2) Minutes of such negotiations must be kept for record purposes.

23. Two-stage bidding process

- (1) A two-stage bidding process is allowed for –
- (a) large, complex projects;
 - (b) projects where it may be undesirable to prepare complete detailed technical specifications; or
 - (c) long term projects with a duration period exceeding three years.
- (2) In the first stage technical proposals on conceptual design or performance specifications should be invited, subject to technical as well as commercial clarifications and adjustments.
- (3) In the second stage final technical proposals and priced bids should be invited.

24. Committee system for competitive bids

- (1) The Accounting Officer is required to establish a committee system for competitive bids of at least-
- (i) a Bid Specification Committee;
 - (ii) a Bid Evaluation Committee; and
 - (iii) a Bid Adjudication Committee.
- (2) The Accounting Officer appoints the members of each committee, taking into account Section 117 of the Act.
- (3) A neutral or independent observer, appointed by the Accounting Officer, must attend or oversee a committee when this is appropriate for ensuring fairness and promoting transparency.
- (4) The committee system must be consistent with –
- (a) Section 27, 28 and 29 of this Policy; and
 - (b) any other applicable legislation.
- (5) The Accounting Officer may apply the committee system to formal written price quotations.

25. Bid Specification Committees

- (1) The bid specification committee must compile the specifications for each procurement transaction of goods or services by the Municipality.

(2) Specifications –

- (a) must be drafted in an unbiased manner to allow all potential suppliers to offer their goods or services;
 - (b) must take account of any accepted standards such as those issued by Standards South Africa, the International Standards Organization, or an authority accredited or recognized by the South African National Accreditation System with which the equipment or material or workmanship should comply;
 - (c) must, where possible, be described in terms of performance required rather than in terms of descriptive characteristics for design;
 - (d) may not create trade barriers in contract requirements in the forms of specifications, plans, drawings, designs, testing and test methods, packaging, marking or labelling of conformity certification;
 - (e) may not make reference to any particular trade mark, name, patent, design, type, specific origin or producer unless there is no other sufficiently precise or intelligible way of describing the characteristics of the work, in which case such reference must be accompanied by the word “equivalent”;
 - (f) must indicate each specific goal for which points may be awarded in terms of the points system set out in the Preferential Procurement Regulations 2017; and
 - (g) must be approved by the Bid Specification Committee prior to publication of the invitation for bids in terms of Section 22 of this Policy.
- (3) A bid specification committee must be composed of at least four (4) officials of the municipality. The officials must be from departments requiring the goods or services or other officials who have knowledge and experience of the goods or services required. The attendance of the relevant Project Manager is compulsory and the Committee may, when appropriate, include external specialist advisors
- (4) No person, advisor or corporate entity involved with the bid specification committee, or director of such a corporate entity, may bid for any resulting contracts.
- (5) The quorum for each meeting of the specification committee is 50% of the members plus one. One member from the Supply Chain Management Unit and one member of the directorate as minimum. A member of the specification committee can also be a member of either the Bid Evaluation or Bid Adjudication Committee (but not both committees) that considers any of the bids for the same goods or services.
- (6) The advertisement must be approved by the Accounting Officer, prior to advertisement of the bid.

26. Bid evaluation committees

- (1) The bid evaluation committee must –
- (a) evaluate bids in accordance with –

- (i) the specifications for a specific procurement; and
 - (ii) the points system set out in terms of Section 27(2)(f);
 - (b) evaluate each bidder's ability to execute the contract;
 - (c) check in respect of each bidder whether municipal rates and taxes and municipal service charges are not in arrears,
 - (d) check in respect of each bidder that their tax matters are in order and;
 - (e) may use the following remedies where a bidder does not comply to any or certain requirements–
 - (i) disqualify bidders from the bidding process;
 - (ii) recover all costs, losses or damages the Municipality has suffered from the bidder's non-compliance;
 - (iii) claim any damages as a result of having to make less favourable arrangements
 - (f) submit to the adjudication committee a report and recommendations regarding the award of the bid or any other related matter.
- (2) A bid evaluation committee must as far as possible be composed of-
- (a) officials from departments requiring the goods or services; and
 - (b) at least one supply chain management practitioner of the Municipality,
 - (c) Technical experts, consultants or advisors, provided that these experts can only actively contribute to discussions, and not vote on the items
 - (d) The BEC must be at least the Manager from the Procuring department, a senior SCM practitioner, the project manager for the tender from the user department and an official from another directorate.
 - (e) Attendance of the relevant project manager is compulsory
 - (f) Members of the bid evaluation committees may not serve on any adjudication committee that adjudicates on any of the items that has been considered at a bid evaluation committee.
 - (g) Notwithstanding the above requirements for consideration, bids not according to specification may not be accepted and the evaluation committee may recommend that new tenders be called if necessary.

27. Bid Adjudication Committees

- (1) The Bid Adjudication Committee must –
- (a) consider the report and recommendations of the bid evaluation committee; and
 - (b) either –
 - (i) depending on its delegations, make a final award or a recommendation to the Accounting Officer to make the final award; or

- (ii) make another recommendation to the Accounting Officer how to proceed with the relevant procurement.
- (2) The Bid Adjudication Committee must consist of at least four senior managers of the Municipality which must include –
 - (a) the Chief Financial Officer or, if the Chief Financial Officer is not available, another manager in the budget and treasury office reporting directly to the Chief Financial Officer and designated by the Chief Financial Officer; and
 - (b) at least one senior supply chain management practitioner who is an official of the Municipality; and
 - (c) a technical expert in the relevant field who is an official, if such an expert exists.
- (3) The Accounting Officer must appoint the chairperson of the committee. If the chairperson is absent from a meeting, the members of the committee who are present must elect one of them to preside at the meeting.
- (4) Neither a member of a bid evaluation committee, nor an advisor or person assisting the evaluation committee, may be a member of a Bid Adjudication Committee.
- (5) If the Bid Adjudication Committee decides to award a bid other than the one recommended by the bid evaluation committee, the Bid Adjudication Committee must prior to awarding the bid –
 - (i) check in respect of the preferred bidder whether that bidder's municipal rates and taxes and municipal service charges are not in arrears,
 - (ii) check in respect of the preferred bidder whether the bidder's taxation matters are in order,
 - (iii) notify the Accounting Officer.
- (7) The Accounting Officer may –
 - (i) after due consideration of the reasons for the deviation, ratify or reject the decision of the Bid Adjudication Committee referred to in paragraph (a); and
 - (ii) if the decision of the Bid Adjudication Committee is rejected, refer the decision of the adjudication committee back to that committee for reconsideration.
- (8) The Accounting Officer may at any stage of a bidding process, refer any recommendation made by the evaluation committee or the adjudication committee back to that committee for reconsideration of the recommendation.
- (9) The Accounting Officer must comply with Section 114 of the Act within 10 working days.
- (10) Criteria for breaking deadlock in scoring:
 - a. If functionality is part of the evaluation process and two or more tenderers score equal, the contract must be awarded to the tenderer that scored the highest points for functionality.
 - b. If two or more tenderers score equal total points in all respects, the award must be decided by the drawing of lots.
 - c. Only a tenderer who has completed and signed the declaration part of the tender documentation may be considered.

- (11) The municipality must, when calculating comparative prices, take into account any discounts which have been offered unconditionally.
- (12) A discount which has been offered conditionally must, despite not being taken into account for evaluation purposes, be implemented when payment is processed.
- (13) When the municipality is in need of a service provided by only tertiary institutions, such services must be procured through a tendering process from the identified tertiary institutions.
- (14) Cancellation of tender
 - a. The municipality may, before the award of a tender, cancel a tender invitation if-
 - i. due to changed circumstances, there is no longer a need for the goods or services specified in the invitation;
 - ii. funds are no longer available to cover the total envisaged expenditure;
 - iii. no acceptable tender is received; or
 - iv. there is a material irregularity in the tender process.
 - b. The decision to cancel a tender invitation in terms of Sub-Section (1) must be published in the same manner in which the original tender invitation was advertised.

28. Procurement of banking services

- (1) A contract for banking services –
 - (a) must be procured through competitive bids;
 - (b) must be consistent with Section 7 of the Act; and
 - (c) may not be for a period of more than five years at a time.
- (2) The process for procuring a contract for banking services must commence at least nine months before the end of an existing contract.
- (3) The closure date for the submission of bids may not be less than 60 days from the date on which the advertisement is placed in a newspaper in terms of Section 22(1). Bids must be restricted to banks registered in terms of the Banks Act, 1990 (Act No. 94 of 1990).

29. Procurement of IT related goods or services

- (1) The Accounting Officer may request the State Information Technology Agency (SITA) to assist with the acquisition of IT related goods or services through a competitive bidding process.
- (2) Both parties must enter into a written agreement to regulate the services rendered by, and the payments to be made to, SITA.
- (3) The Accounting Officer must notify SITA together with a motivation of the IT needs if –
 - (a) the transaction value of IT related goods or services required in any financial year will exceed R50 million (VAT included); or

- (b) the transaction value of a contract to be procured whether for one or more years exceeds R50 million (VAT included).
- (4) SITA may comment on the procurement needs submitted per Sub-Section (3)
- (5) If the Municipality disagrees with comments made by SITA, the comments and the reasons for rejecting or not following such comments must be submitted to the Council, the National Treasury, the Provincial Treasury and the Auditor-General.
- (6) The following software packages are approved by Council and Knysna Municipality has standardized on it. It will not be deemed as deviations from the SCM Process:
- Microsoft
 - Adobe
 - GIS software
 - 3G software
 - R Admin
 - CAD
 - LMS
 - Collaborator
 - Promun/Rdata
 - Legal Suite
 - LANsweeper
 - AD Audit Plus
 - Tenable Nessus
 - Ping Plotter
 - PRTG Network Monitor
 - Veeam
 - VMWare
 - CAT Routemaster
 - iDesk
 - CAD software
 - CaseWare
 - Ontec E3 / Eclipse

30. Procurement of goods and services under contracts secured by other organs of state

- (1) The Accounting Officer may procure goods or services under a contract secured by another organ of state, but only if –
- (a) the contract has been secured by that other organ of state by means of a competitive bidding process applicable to that organ of state;
 - (b) there is no reason to believe that such contract was not validly procured;
 - (c) there are demonstrable discounts or benefits to do so; and
 - (d) that other organ of state and the provider have consented to such procurement in writing.

(2) Sub-Sections (1)(c) and (d) do not apply if –

- (a) a municipal entity procures goods or services through a contract secured by its parent Municipality; or
- (b) a Municipality procures goods or services through a contract secured by a municipal entity of which it is the parent Municipality.

31. Procurement of goods necessitating special safety arrangements

- (1) The acquisition and storage of goods in bulk (other than water), which necessitate special safety arrangements, including gasses and fuel, should be avoided wherever possible.
- (2) Where the storage of goods in bulk is justified, such justification must be based on sound reasons, including the total cost of ownership, cost advantages and environmental impact and must be approved by the Accounting Officer.

32. Proudly SA Campaign

- (1) The Municipality supports the Proudly SA Campaign to the extent that, all things being equal, preference is given to procuring local goods and services from:
 - (a) Firstly – suppliers and businesses within the Municipality or district;
 - (b) Secondly – suppliers and businesses within the relevant province;
 - (c) Thirdly – suppliers and businesses within the Republic.

33. Appointment of consultants

- (1) The Accounting Officer may procure consulting services provided that any Treasury guidelines in respect of consulting services are taken into account when such procurements are made.
- (2) Consultancy services must be procured through competitive bids if:
 - (a) the value of the contract exceeds R200 000; or
 - (b) the duration period of the contract exceeds one year.
- (3) In addition to any requirements prescribed by this policy for competitive bids, bidders must furnish particulars of –
 - (a) all consultancy services provided to an organ of state in the last five years; and
 - (b) any similar consultancy services provided to an organ of state in the last five years.
- (4) The Accounting Officer must ensure that copyright in any document produced, and the patent rights or ownership in any plant, machinery, thing, system or process designed or devised, by a consultant in the course of the consultancy service, is vested in the Municipality.
- (5) The appointment of advisors must also follow the same competitive bidding process as set out in this Policy.

- (6) No advisor will take any part in the final decision-making process regarding the award of bids.
- (7) No decision-making authority may be delegated to an advisor.

34. Deviation from, and ratification of minor breaches of, procurement processes

- (1) The Accounting Officer may –
 - (a) dispense with the official procurement processes established by this Policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only –
 - (i) in an emergency which is considered an unforeseeable and sudden event with materially harmful or potentially materially harmful consequences for the Municipality which requires urgent action to address;
 - (ii) where it can be demonstrated that goods or services are produced or available from a single source / sole supplier only;
 - (iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile;
 - (iv) acquisition of animals for zoos and/or nature and game reserves; or
 - (v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes.
 - (b) ratify any minor breaches of the procurement processes by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature; and
- (2) The Accounting Officer must record the reasons for any deviations in terms of Sub-Sections (1)(a) and (b) of this policy and report them to the next meeting of Council and include as a note to the annual financial statements.
- (3) Sub-Section (2) does not apply to the procurement of goods and services contemplated in Section 11(2) of this policy.

35. Unsolicited bids

- (1) In accordance with Section 113 of the Act there is no obligation to consider unsolicited bids received outside a normal bidding process.
- (2) The Accounting Officer may decide in terms of Section 113(2) of the Act to consider an unsolicited bid, only if –
 - (a) the product or service offered in terms of the bid is a demonstrably or proven unique innovative concept;
 - (b) the product or service will be exceptionally beneficial to, or have exceptional cost advantages;
 - (c) the person who made the bid is the sole provider of the product or service; and

- (d) the reasons for not going through the normal bidding processes are found to be sound by the Accounting Officer.
- (3) If the Accounting Officer decides to consider an unsolicited bid that complies with Sub-Section (2) of this policy, the decision must be made public in accordance with Section 21A of the Municipal Systems Act, together with –
 - (a) reasons as to why the bid should not be open to other competitors;
 - (b) an explanation of the potential benefits if the unsolicited bid were accepted; and
 - (c) an invitation to the public or other potential suppliers to submit their comments within 30 days of the notice.
- (4) The Accounting Officer must submit all written comments received pursuant to Sub-Section (3), including any responses from the unsolicited bidder, to the National Treasury and the relevant provincial treasury for comment.
- (5) The adjudication committee must consider the unsolicited bid and may award the bid or make a recommendation to the Accounting Officer, depending on its delegations.
- (6) A meeting of the adjudication committee to consider an unsolicited bid must be open to the public.
- (7) When considering the matter, the adjudication committee must take into account –
 - (a) any comments submitted by the public; and
 - (b) any written comments and recommendations of the National Treasury or the Provincial Treasury.
- (8) If any recommendations of the National Treasury or Provincial Treasury are rejected or not followed, the Accounting Officer must submit to the Auditor-General, the Provincial Treasury and the National Treasury the reasons for rejecting or not following those recommendations. Such submission must be made within seven days after the decision on the award of the unsolicited bid is taken, but no contract committing the Municipality to the bid may be entered into or signed within 30 days of the submission.

36. Combating of abuse of supply chain management system

- (1) The Accounting Officer must–
 - (a) take all reasonable steps to prevent abuse of the supply chain management system;
 - (b) investigate any allegations against an official or other role player of fraud, corruption, favouritism, unfair or irregular practices or failure to comply with this Policy, and when justified–
 - (i) take appropriate steps against such official or other role player; or
 - (ii) report any alleged criminal conduct to the South African Police Service;
 - (c) check the National Treasury’s database prior to awarding any contract to ensure that no recommended bidder, or any of its directors, is listed as a person prohibited from doing business with the public sector;

- (d) take cognizance of the provisions of Chapter 2 of the Competition Act no 89 of 1998, with specific reference to:
 - (i) restrictive practices;
 - (ii) abuse of a dominant position; and
 - (iii) exemption from application of Chapter 2 of the Act.
- (e) reject any bid from a bidder–
 - (i) if any municipal rates and taxes or municipal service charges owed by that bidder or any of its directors to the Municipality, or to any other Municipality or municipal entity, are in arrears for more than three months; or
 - (ii) who during the last five years has failed to perform satisfactorily on a previous contract with the Municipality or any other organ of state after written notice was given to that bidder that performance was unsatisfactory;
- (f) reject a recommendation for the award of a contract if the recommended bidder, or any of its directors, has committed a corrupt or fraudulent act in competing for the particular contract;
- (g) cancel a contract awarded to a person if –
 - (i) the person committed any corrupt or fraudulent act during the bidding process or the execution of the contract; or
 - (ii) an official or other role player committed any corrupt or fraudulent act during the bidding process or the execution of the contract that benefited that person; and
- (h) reject the bid of any bidder if that bidder or any of its directors –
 - (i) has abused the supply chain management system of the Municipality or has committed any improper conduct in relation to such system;
 - (ii) has been convicted for fraud or corruption during the past five years;
 - (iii) has wilfully neglected, reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or has been listed in the Register for Tender Defaulters in terms of Section 29 of the Prevention and has been in contravention of the Competition Act no 89 Of 1998.
- (i) No person placing a procurement requisition for goods or Services shall knowingly understate the requirements of the estimated value with the intention of avoiding a more stringent procurement process. This includes the deliberate splitting of requirements to reduce individual order values. Procurement is limited to R200 000 per commodity type per month unless a competitive bidding process has been undertaken. The Accounting Officer shall promptly institute disciplinary action against any person infringing this requirement.
- (j) No official shall engage in contact with a prospective supplier in respect of a quotation or tender which the supplier intends to submit except where clarification of requirements is required from either party, or where the Accounting Officer may negotiate with identified preferred bidders. Any such communication must be recorded and appropriately filed with the bid documentation.

- (k) The Accounting Officer may, where a bidder has contravened the prescriptions of the Competition Act no 89 of 1998 –
- (i) recover all costs, losses or damages the Municipality suffered as a result of the bidder's conduct;
 - (ii) cancel the contract and claim any damages which the Municipality has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (iii) restrict the bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis; and
 - (iv) forward the matter for criminal prosecution.
- (2) The Accounting Officer must inform the National Treasury and relevant Provincial Treasury in writing of any actions taken in terms of Sub-Sections (1)(b) (ii), (e)(f) or 2 of this policy.

Part 3: Logistics, Disposal, Risk and Performance Management

37. Logistics Management

- (1) The Accounting Officer must establish and implement an effective system of logistics management, which must include -
- (a) the monitoring of spending patterns on types or classes of goods and services incorporating, where practical, the coding of items to ensure that each item has a unique number;
 - (b) the setting of inventory levels that includes minimum and maximum levels and lead times wherever goods are placed in stock;
 - (c) the placing of manual or electronic orders for all acquisitions other than those from petty cash;
 - (d) before payment is approved, certification by the responsible officer that the goods and services are received or rendered on time and is in accordance with the order, the general conditions of contract and specifications where applicable and that the price charged is as quoted in terms of a contract;
 - (e) appropriate standards of internal control and warehouse management to ensure that goods placed in stores are secure and only used for the purpose for which they were purchased;
 - (f) regular checking to ensure that all assets including official vehicles are properly managed, appropriately maintained and only used for official purposes; and
 - (g) monitoring and review of the supply vendor performance to ensure compliance with specifications and contract conditions for particular goods or services.
 - (h) monitoring and review of the distribution of items,
 - (i) monitoring and review of losses and surpluses.

- (2) The primary function of a store is the receiving, storing, preserving as well as the issuing of store items.
- (3) It is essential that equipment or stock be stored in such a way that the possibility of loss, damage, exposure, deterioration or perishing thereof is minimized or eliminated. By lack of a physical store, the function must still be performed.
- (4) Duplicate keys of all lockers, cabinets, padlocks and other storage areas should be readily available and shall be controlled by a responsible delegated official.
- (5) The Accounting Officer must establish and implement an effective system of logistics management, which must include:
 - a) The monitoring of spending patterns on types or classes of goods and services incorporating, where practical, the coding of items to ensure that each item has a unique number;
 - b) The setting of inventory levels that includes minimum and maximum levels and lead times wherever goods are placed in stock.
 - c) The placing of manual or electronic orders for all acquisitions other than those from petty cash.
 - d) Before payment is approved, certification by the responsible officer that the goods and services are received or rendered on time and is in accordance with the order, the general conditions of contract and specification where applicable and that the price charged is as quoted in terms of a contract.
 - e) Appropriate standards of internal control and warehouse management to ensure that goods placed in stores are secure and only used for the purpose for which they were purchased.
 - f) Regular checking to ensure that all assets including official vehicles are properly managed, appropriately maintained and only used for official purposes.
 - g) Monitoring and review of the supply vendor performance to ensure compliance with specifications and contract conditions for particular goods or services.

(6) Inventory management

- a) In cases where storage space is very expensive or not available, the just-in-time delivery principle must be used.
- b) Minimum and maximum order levels for all store items shall be determined based on the usage, the lead and delivery times.

(7) Requisition

- a) Stock items must be systematically replenished using the re-order point planning strategy in conjunction with minimum and maximum levels.
- b) Procurement processes may differ between goods and services and in some cases a process for emergency procurement may be necessary.

(8) Placing of orders

- a) Purchase orders must be in reference to the requisitions where the supply source is either –
 - *Contract; or*
 - *Quotations.*
- b) Purchase orders for imported goods and which are subjected to rate and exchange adjustments must specify that the vendor must take out a forward exchange contract in order to fix the Rand based price in the purchase order.

(9) Receiving goods

- a) Goods are received on the logistical system with reference to purchase orders.

(10) Returning goods

- a) Manage the return of goods and related third party claims.

(11) Warehouse management

- a) Warehousing must be provided for and located in areas appropriate to where depots are situated.
- b) The Supply Chain must ensure for-:
 - Proper financial and budgetary control.
 - Uphold the principle of effective administration.
 - Proper stock holding and control.
 - Product standardization.
 - Quality of products.
 - A high standard of service levels.

(12) Matching documents

- a) Manage the payment voucher matching process.
 - i. Preparation for payment/account payable
- b) After documented records were received, the payment process can be initiated as prescribed through the MFMA processes and delegations
 - i. Inventory stock count, verification and reconciliation
 - ii. Stock count and verification procedures

c) Planning phase

- 1) Most important part when undertaking an inventory stock count is the planning phase. The phase must set out all the steps to be taken securing the accurate count and verification is undertaken.
- 2) Stock count should at least be done once in a financial year but could also be done on a monthly basis.

d. Reconciliation procedures

1. The reconciliation process commences once the count and verification phase has been completed and complete count reports are available from Stock Take Team. The control report must be printed and compared with the count report.
2. Discrepancies must be listed from above mentioned process.

e. Treatment of discrepancies

1. Discrepancies are the result of shortages and or surplus stock found not equal to the quantity that appears on the control report.

38. Disposal management

- (1) The criteria for the disposal or letting of assets, including unserviceable, redundant or obsolete assets will be subject to Sections 14 of the Act, and asset transfer regulations;
- (2) Assets may be disposed of by –
 - (i) transferring the asset to another organ of state in terms of a provision of the Act enabling the transfer of assets;
 - (ii) transferring the asset to another organ of state at market related value or, when appropriate, free of charge;
 - (iii) selling the asset; or
 - (iv) destroying the asset
- (3) The Accounting Officer must ensure that –
 - (a) immovable property is sold only at market related prices except when the public interest or the plight of the poor demands otherwise;
 - (b) movable assets are sold either by way of written price quotations, a competitive bidding process, auction or at market related prices, whichever is the most advantageous;
 - (c) firearms are not sold or donated to any person or institution within or outside the Republic unless approved by the National Conventional Arms Control Committee;

- (d) immovable property is let at market related rates except when the public interest or the plight of the poor demands otherwise;
- (e) all fees, charges, rates, tariffs, scales of fees or other charges relating to the letting of immovable property are reviewed annually;
- (f) where assets are traded in for other assets, the highest possible trade-in price is negotiated; and
- (g) in the case of the free disposal of computer equipment, the provincial department of education is first approached to indicate within 30 days whether any of the local schools are interested in the equipment.

39. Risk management

- (1) The criteria for the identification, consideration and avoidance of potential risks in the supply chain management system, must be identified.
- (2) Risk management must include –
 - (i) the identification of risks on a case-by-case basis;
 - (ii) the allocation of risks to the party best suited to manage such risks;
 - (iii) acceptance of the cost of the risk where the cost of transferring the risk is greater than that of retaining it;
 - (iv) the management of risks in a pro-active manner and the provision of adequate cover for residual risks; and
 - (v) the assignment of relative risks to the contracting parties through clear and unambiguous contract documentation.
- (3) The Accounting Officer must ensure that risks are identified utilizing the following methods –
 - (i) Focus group sessions;
 - (ii) Personal interviews;
 - (iii) Questionnaires;
 - (iv) Audit reports analysis;
 - (v) Statistical analysis of related risk data;
 - (vi) Trend analysis;
 - (vii) Scenario analysis; and
 - (viii) Forecasting methodologies.
- (4) The Accounting Officer must ensure that a risk register is implemented consisting of the following–
 - (i) Each risks identified with a unique number;
 - (ii) Description of the risk;
 - (iii) Assessment of occurrence or likelihood and its impact if it does;

- (iv) Grading of risk;
 - (v) Responsibility for managing the risk; and
 - (vi) Proposed mitigation processes.
- (5) The Accounting Officer must ensure that all risks are assessed and indicating the magnitude of the risk as well as the probability of occurrence;
- (6) The Accounting Officer must ensure that a risk strategy is implemented which may include the following-
- (i) avoiding the risk by eliminating the action;
 - (ii) treating the risk, how the risk can be prevented and if it were to occur how the impact can be minimized;
 - (iii) transfer or outsource the risk;
 - (iv) tolerate the risk.
- (7) The Accounting Officer must ensure that all risk related matters are reported and that a communication plan which may consist of the following is implemented –
- (i) responsibility for the communication;
 - (ii) frequency of communication;
 - (iii) format of communication;
 - (iv) record of communication.

40. Performance management

- (1) The Accounting Officer must establish and implement an internal monitoring system in order to determine, on the basis of a retrospective analysis, whether the authorised supply chain management processes were followed and whether the objectives of this Policy were achieved;
- (2) The Accounting Officer must ensure that the following issues are reported on a quarterly basis –
- (i) Achievement of preferential procurement goals and objectives;
 - (ii) Implementation of the Supply Chain Management Policy of the Municipality;
 - (iii) Compliance to SCM norms and standards such as the municipal supply chain management regulations, National Treasury's model policy, standard bid documents and the general conditions of contract;
 - (iv) Savings generated, amongst others, by arranging contracts for the purpose of developing economies of scale;
 - (v) Stores efficiency, (the proper layout of stores through clear bin locations and bin numbering, promptly satisfying the users requirements, etc.)
 - (vi) Contract breach either by the Municipality or contractors;
 - (vii) Cost efficiency of the procurement process;

- (viii) That the supply chain objectives are consistent with Government's broader policy focus on trade, small business development, anti-corruption measures and the proudly South African.

Part 4: Other matters

41. Prohibition on awards to persons whose tax matters are not in order

- (1) No award above **R15 000** may be made in terms of this Policy to a person whose tax matters have not been declared by the South African Revenue Service to be in order.
- (2) Before making an award to a person the Accounting Officer must first check with SARS whether that person's tax matters are in order.
- (3) Circular 90 procedures relating to tax matters to be followed.

42. Prohibition on awards to persons in the service of the state

- (1) Irrespective of the procurement process followed, no award may be made to a person in terms of this Policy –
 - (a) who is in the service of the state;
 - (b) if that person is not a natural person, of which any director, manager, principal shareholder or stakeholder is –
 - (i) a member of any municipal council, any provincial legislature or the National Assembly or the National Council of Provinces;
 - (ii) an official of any Municipality;
 - (iii) an employee of any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No.1 of 1999);
 - (iv) a member of the board of directors of any municipal entity;
 - (v) an executive member of the accounting authority of any national or provincial public entity;
 - (c) a person who is an advisor or consultant contracted with the Municipality.

43. Awards to close family members of persons in the service of the state

The Accounting Officer must ensure that the notes to the annual financial statements disclose particulars of any award of more than R2000 to a person who is a spouse, child or parent of a person in the service of the state, or has been in the service of the state in the previous twelve months, including –

- (a) the name of that person;
- (b) the capacity in which that person is in the service of the state; and

- (c) the amount of the award.

44. Ethical standards

- (1) All officials involved in supply chain management for the Municipality must comply with the Code of Conduct prescribed in the Municipal Systems Act, the Supply Chain Management Framework and the Code of Conduct for Supply Chain Management role players as prescribed.
- (2) A code of ethical standards is hereby established for officials and other role players in the Supply Chain Management System in order to promote –
 - (a) mutual trust and respect; and
 - (b) an environment where business can be conducted with integrity and in a fair and reasonable manner.
- (3) An official or other role player involved in the implementation of the Supply Chain Management Policy:
 - (a) must treat all providers and potential providers equitably;
 - (b) may not use his or her position for private gain or to improperly benefit another person;
 - (c) may not accept any rewards, gift, favour, hospitality or other benefit directly, including to any close family member, partner or associate of that person, of a value more than R350;
 - (d) notwithstanding Sub-Section 48(2)(c), must declare to the Accounting Officer details of any reward, gift, favour, hospitality or other benefit promised, offered or granted to that person or to any close family member, partner or associate of that person;
 - (e) must declare to the Accounting Officer details of any private or business interest which that person, or any close family member, partner or associate, may have in any proposed procurement or disposal process of, or in any award of a contract by, the Municipality;
 - (f) must immediately withdraw from participating in any manner whatsoever in a procurement or disposal process or in the award of a contract in which that person, or any close family member, partner or associate, has any private or business interest;
 - (g) must be scrupulous in his or her use of property belonging to the Municipality;
 - (h) must assist the Accounting Officer in combination fraud, corruption, favouritism and unfair and irregular practices in the supply chain management system; and
 - (i) must report to the Accounting Officer any irregular conduct in the supply chain management system which that person may become aware of, including –
 - (i) any alleged fraud, corruption, favouritism or unfair conduct
 - (ii) any alleged contravention of Section 49(1) of this Policy; or
 - (iii) any alleged breach of this of this code of ethical standards.
 - (j) Declarations in terms of Sub-Sections 49 (2) (d) and (e)-
 - (i) must be recorded in a register which the Accounting Officer must keep for this purpose;

- (ii) by the Accounting Officer must be made to the Mayor of the Municipality who must ensure that such declarations are recorded in the register.
- (k) The National Treasury Code of Conduct must also be taken into account by supply chain management practitioners and other role players involved in supply chain management.
- (l) The National Treasury Code of Conduct for Supply Management Practitioners, attached as Annexure A, is adopted by the Municipality and shall apply mutatis mutandis to and be binding on supply chain management of the Municipality.
- (m) A breach of the code of conduct adopted by the Municipality must be dealt with in accordance with Schedule 1 (code of Conduct for Councillors) and Schedule 2 (Code of Conduct for Municipal Staff Members) of the Municipal Systems Act, No 32 of 2000.

45. Inducements, rewards, gifts and favours to municipalities, officials and other role players

- (1) No person who is a provider or prospective provider of goods or services, or a recipient or prospective recipient of goods disposed or to be disposed of may either directly or through a representative or intermediary promise, offer or grant –
 - (a) any inducement or reward to the Municipality for or in connection with the award of a contract; or
 - (b) any reward, gift, favour or hospitality to –
 - (i) any official; or
 - (ii) any other role player involved in the implementation of this Policy.
- (2) The Accounting Officer must promptly report any alleged contravention of Sub-Section (1) to the National Treasury for considering whether the offending person, and any representative or intermediary through which such person is alleged to have acted, should be listed in the National Treasury's database of persons prohibited from doing business with the public sector.
- (3) Sub-Section (1) does not apply to gifts less than R350 in value.

46. Sponsorships

- (1) The Accounting Officer must promptly disclose to the National Treasury and the relevant provincial treasury any sponsorship promised, offered or granted, whether directly or through a representative or intermediary, by any person who is –
 - (a) a provider or prospective provider of goods or services; or
 - (b) a recipient or prospective recipient of goods disposed or to be disposed.

47. Objections and complaints

Persons aggrieved by decisions or actions taken in the implementation of this supply chain management system, may lodge within 14 days of being informed of the decision or action, a written objection or complaint against the decision or action to the Municipal Manager.

48. Resolution of disputes, objections, complaints and queries

- (1) The Accounting Officer must appoint an independent and impartial person, not directly involved in the supply chain management processes –
 - (a) to assist in the resolution of disputes between the Municipality and other persons regarding -
 - (i) any decisions or actions taken in the implementation of the supply chain management system; or
 - (ii) any matter arising from a contract awarded in the course of the supply chain management system; or
 - (iii) to deal with objections, complaints or queries regarding any such decisions or actions or any matters arising from such contract.
 - (b) Objectors must provide reasons and the grounds of the objection, complaint or dispute including any non-compliance with this Policy, the MFMA and related legislation. The Accounting Officer shall provide written acknowledgement of the receipt of objections to the objector;
 - (c) Upon receipt of the objection the AO may on good cause determine that the grounds of the objection/complaint/dispute do not constitute good cause for delaying the appointment of the successful bidder until after the objection/complaint/dispute has been resolved. In all other cases, the appointment must be delayed and the successful bidder must be informed of the delay and the reasons therefore.
- (2) The Accounting Officer, or another official designated by the Accounting Officer, is responsible for assisting the appointed person to perform his or her functions effectively.
- (3) The person appointed must –
 - (a) strive to resolve promptly all disputes, objections, complaints or queries received; and
 - (b) submit monthly reports to the Accounting Officer on all disputes, objections, complaints or queries received, attended to or resolved.
- (4) A dispute, objection, complaint or query may be referred to the relevant Provincial Treasury if –
 - (a) the dispute, objection, complaint or query is not resolved within 60 days; or
 - (b) no response is forthcoming within 60 days.
- (5) The Provincial Treasury may refer the query to the National Treasury for resolution.
- (6) This Policy must not be read as affecting a person's rights to approach a court at any time.
- (7) When a ruling on an objection or dispute has been made, the Accounting Officer will advise the objector in writing of the outcome.

49. Appeals

- (1) A person whose rights are affected by a decision taken to award a tender by a Municipality, in terms of a power or duty delegated or sub-delegated by a delegating authority, may appeal against that decision, by giving written notice of the appeal and reasons to the Municipal Manager/Accounting Officer within 21 days of the date of the notification of the decision.
- (2) When the appeal is against a decision taken by a staff member or committee, other than the Accounting Officer, the Accounting Officer must consider the appeal. In the event that the Accounting Officer was the decision maker, the internal remedy of an appeal is not available and the objection procedure set out in 47 and 48 above is the only remedy.
- (3) Suppliers must provide the reasons for and the grounds of their appeal including any non-compliance with this Policy, the MFMA and related legislation. The Accounting Officer shall provide written acknowledgement of the receipt of appeals to the appellant.
- (4) Upon receipt of the appeal, the AO may on good cause determine that the grounds of the appeal do not constitute good cause for delaying the appointment of the successful bidder until after the appeal has been decided. In all other cases the appointment must be delayed and the successful bidder must be informed of the delay and the reasons therefore. If the appeal is based on a technically complex matter, the Accounting Officer may engage an impartial external advisor, provided that their engagement is compliant with this policy and sufficient budgetary provision exists. The Accounting Officer is not bound by any opinion provided.
- (5) The AO must consider the appeal, and confirm, vary or revoke the decision, but no such variation or revocation of a decision may detract from any rights that may have accrued as a result of the decision.
- (6) The AO must commence with an appeal within six weeks and decide the appeal within a reasonable period.
- (7) When a ruling on an appeal has been made the Accounting Officer will advise the appellant in writing of the outcome in writing.

50. Contracts and contract management

- (1) A contract or agreement procured through the supply chain management system of the Municipality must—
 - (a) be in writing;
 - (b) stipulate the terms and conditions of the contract or agreement, which must include provisions providing for—
 - (i) the termination of the contract or agreement in the case of non- or underperformance;
 - (ii) dispute resolution mechanisms to settle disputes between the parties;
 - (iii) a periodic review of the contract or agreement once every three years in the case of a contract or agreement for longer than three years; and
 - (iv) any other matters that may be prescribed.
- (2) The accounting officer must—

- (a) take all reasonable steps to ensure that a contract or agreement procured through the supply chain management policy of the Municipality or municipal entity is properly enforced;
 - (b) monitor on a monthly basis the performance of the contractor under the contract or agreement;
 - (c) establish capacity in the administration of the Municipality or municipal entity—
 - (i) to assist the accounting officer in carrying out the duties set out in paragraphs (a) and (b); and
 - (ii) to oversee the day-to-day management of the contract or agreement; and
 - (d) regularly report to the council of the Municipality or the board of directors of the entity, as may be appropriate, on the management of the contract or agreement and the performance of the contractor.
- (3) A contract or agreement procured through the supply chain management policy of the Municipality may be amended by the parties, but only after—
- (a) the reasons for the proposed amendment have been tabled in the council of the Municipality or, in the case of a municipal entity, in the council of its parent Municipality; and
 - (b) the local community—
 - (i) has been given reasonable notice of the intention to amend the contract or agreement; and
 - (ii) has been invited to submit representations to the Municipality or municipal entity.
 - (c) Amendments, expansion, variation of contracts may be considered by the Accounting Officer if the value does not exceed 15% of the value of the contract or 20% of the value of the contract for construction-related contracts.
 - (d) Contract escalation will be outlined per tender document and could be indicated as a percentage % per year or calculated with a formula.

51. Contract Management

- (1) The Accounting Officer must ensure that all bids and contracts are subject to the General Conditions of Contract and any Special Conditions of Contract, if specified;
- (2) All contracts must be based on the General Conditions of Contract, issued by the National Treasury. Any aspect not covered by the General Conditions of Contract must be dealt with in the Special Contract Conditions;
- (3) Matters such as attendance of compulsory site meetings, briefing sessions and special delivery conditions must be covered in the Special Conditions of Contract with the proviso that the standard wording of the General Conditions of Contract should not be amended;
- (4) The General Conditions of Contract, International Federation of Consulting Engineers (FIDIC) regulations and the Joint Building Contracts Committee (JBCC) guidelines issued by the

Construction Industry Development Board are utilized in cases of bids related to the construction industry;

- (5) Where the Special Conditions of Contract is in conflict with the General Conditions of Contract, the Special Conditions of Contract will prevail;
- (6) These conditions must form an integral part of the bidding documents.

52. Contract Administration

- (1) Contract administration includes all administrative duties associated with a contract that has arisen through one of the acquisition/procurement processes described in this policy.
- (2) All contracts must be administered by a contract manager, who will be an internal official assigned to ensure the effective administration of the contract. The contract manager will typically be the internal project manager assigned to the project as a whole, but may also be a cost centre owner or other responsible official.
- (3) A contract manager must be assigned to each contract and, where possible, should be involved from the earliest stages of the acquisition process.
- (4) The contract manager's duties and powers shall be governed by the conditions of contract and the general law.
- (5) The contract manager shall take all reasonable steps to ensure that a contract procured through the provisions of this policy is properly enforced.
- (6) In administering a contract, the contract manager will be required to form opinions and make decisions which, while in the Municipality's best interests, must be fair to all parties concerned.
- (7) Departmental Heads shall be responsible for ensuring that contract managers:
 - (a) are assigned to all contracts within the Department Head's area of responsibility;
 - (b) are adequately trained so that they can exercise the necessary level of responsibility in the performance of their duties.
- (8) In discharging his duties, the contract manager shall:
 - (a) ensure that all the necessary formalities in signing up the contract and/or issuing the purchase order(s) are adhered to;
 - (b) ensure that contracts related to the procurement of goods and services are captured on the contract management system in the form of a price schedule;
 - (c) ensure that all original contract documentation is lodged with the Supply Chain Management Unit for record purposes;
 - (d) monitor, on a monthly basis, the performance of the contractor in order to ensure that all of the terms and conditions of the contract are met, including the contractor's obligations as regards Broad-Based Black Economic Empowerment, targeted labour and/or resources and local production and content, as applicable;

- (e) where necessary, take appropriate action where a contractor is underperforming or is in default or breach of the contract;
- (f) manage contract variation or change procedures;
- (g) administer disputes where necessary, in terms of this policy and the applicable Conditions of Contract;
- (h) conduct, as appropriate, post contract reviews;
- (i) maintain adequate records (paper and/or electronic) in sufficient detail on an appropriate contract file to provide an audit trail;
- (j) act with care and diligence and observe all accounting and legal requirements.
- (k) Also refer to Contract management policy.

53. Contracts providing for compensation based on turnover

- (1) If a service provider acts on behalf of a Municipality to provide any service or act as a collector of fees, service charges or taxes and the compensation payable to the service provider is fixed as an agreed percentage of turnover for the service or the amount collected, the contract between the service provider and the Municipality must stipulate –
 - (a) a cap on the compensation payable to the service provider; and
 - (b) that such compensation must be performance based.

54. Contracts having future budgetary implications

- (1) A Municipality may enter into a contract which will impose financial obligations on the Municipality beyond a financial year, but if the contract will impose financial obligations on the Municipality beyond the three years covered in the annual budget for that financial year, it may do so only if—
 - (a) the Accounting Officer, at least 60 days before the meeting of the municipal council at which the contract is to be approved—
 - (i) has, in accordance with section 21A of the Municipal Systems Act—
 - (aa) made public the draft contract and an information statement summarising the Municipality’s obligations in terms of the proposed contract; and
 - (bb) invited the local community and other interested persons to submit to the Municipality comments or representations in respect of the proposed contract; and
 - (ii) has solicited the views and recommendations of—
 - (aa) the National Treasury and the relevant provincial treasury;
 - (bb) the national department responsible for local government; and
 - (cc) if the contract involves the provision of water, sanitation, electricity, or any other service as may be prescribed, the responsible national department;

- (b) the municipal council has taken into account—
 - (i) the Municipality's projected financial obligations in terms of the proposed contract for each financial year covered by the contract;
 - (ii) the impact of those financial obligations on the Municipality's future municipal tariffs and revenue;
 - (iii) any comments or representations on the proposed contract received from the local community and other interested persons; and
 - (iv) any written views and recommendations on the proposed contract by the National Treasury, the relevant provincial treasury, the national department responsible for local government and any national department referred to in paragraph (a)(ii)(cc); and
 - (c) the municipal council has adopted a resolution in which—
 - (i) it determines that the Municipality will secure a significant capital investment or will derive a significant financial economic or financial benefit from the contract;
 - (ii) it approves the entire contract exactly as it is to be executed; and
 - (iii) it authorises the Accounting Officer to sign the contract on behalf of the Municipality.
- (2) The process set out in subsection (1) does not apply to—
- (a) contracts for long-term debt regulated in terms of section 46(3);
 - (b) employment contracts; or
 - (c) contracts—
 - (i) for categories of goods as may be prescribed; or
 - (ii) in terms of which the financial obligation on the Municipality is below—
 - (aa) a prescribed value; or
 - (bb) prescribed percentage of the Municipality's approved budget for the year in which the contract is concluded.
- (3) (a) All contracts referred to in subsection (1) and all other contracts that impose a financial obligation on a Municipality—
- (i) must be made available in their entirety to the municipal council; and
 - (ii) may not be withheld from public scrutiny except as provided for in terms of the Promotion of Access to Information Act, 2000 (Act No. 2 of 2000).
- (b) Sub-Section (a) (i) does not apply to contracts in respect of which the financial obligation on the Municipality is below a prescribed value.

55. Sustainable procurement

Knysna Municipality is committed to reducing our carbon footprint.

Sustainable procurement (or Green procurement) is a spending and investment process typically associated with public policy, although it is equally applicable to the private sector.

Organizations practicing sustainable procurement meet their needs for goods, services, utilities and works not on a private cost–benefit analysis, but with a view to maximizing net benefits for themselves and the wider world.

In doing so they must incorporate extrinsic cost considerations into decisions alongside the conventional procurement criteria of price and quality, although in practice the sustainable impacts of a potential supplier's approach are often assessed as a form of quality consideration. These considerations are typically divided thus: environmental, economic and social (also known as the "triple bottom line").

Sustainable procurement involves a higher degree of collaboration and engagement between all parties in a supply chain. Many businesses have adopted a broad interpretation of sustainable procurement and have developed tools and techniques to support this engagement and collaboration.

Sustainable procurement broadens this framework to take account of third-party consequences of procurement decisions, forming a "triple baseline" of external concerns, which the procuring organization must fulfil.

56. Environmental

Environmental concerns are the dominant macro-level justification for sustainable procurement; born out of the growing 21st century consensus that humanity is placing excessive demands on available resources through unsustainable but well-established consumption patterns. These will involve non-human factors.

This is a sufficiently influential issue that environment-centric procurement (green procurement) is sometimes seen to stand alone from sustainable procurement. The most straightforward justification for green procurement is as a tool with which to address climate change, but it offers the broader capacity to mitigate over-exploitation of all scarce resources.

Examples of green procurement range from the purchase of energy-saving light bulbs to the commissioning of a new building from renewably sourced timber via organic food being served in a workplace canteen. The ultimate green procurement is the avoidance of the purchase altogether.

In support of Sustainable Development, the organization should develop and publish a 'Sustainable Development Procurement Guidelines and Procedures'. When it comes to purchasing products or services, referral to these guidelines would help make the organization become a leader in environmentally responsible purchasing.

57. Social

Sustainable procurement is also used to address issues of social policy, such as inclusiveness, equality, international labor standards and diversity targets, regeneration and integration.

Examples include addressing the needs – whether employment, care, welfare or other – of groups including ethnic minorities, children, the elderly, those with disabilities, adults lacking basic skills, and immigrant populations.

58. Economic

On a macroeconomic level, it can be argued that there are economic benefits in the form of efficiency gains from incorporating whole-life costing into decision-making. [Note: in contrast to most arguments from sustainable procurement proponents, these can be purely private benefits accrued by the procuring organization.]

In addition, the creation of sustainable markets is essential for long-term growth while sustainable development requirements foster innovation. There are also potential global applications: sustainable procurement can favour fair trade or ethical practice, and allow extra investment to channel towards developing countries.

On a microeconomic level, sustainable procurement offers the chance for economic redistribution. Targets might include creation of jobs and wealth in regeneration areas, or assistance for small and/or ethnic minority-owned businesses.

59. Emergency/disaster procurement process

The following process will be applicable to disasters to speed up recovery from the event or to enable services and goods to be delivered during the event.

Step	Process Step	Rationale	Responsible Person
1.	Is it a real need?	• A reason as to why it is required must be given. • An indication must be given regarding what value the product or service would add to the mandate of the Municipality as a whole.	Requestor
	Does any other component in the Municipality use	Where another component already uses the service or product, it makes logical sense to look at that existing contract to piggyback /	Requestor

Step	Process Step	Rationale	Responsible Person
	the product or service?	share in the contract where that product or service is required.	
	Is it linked to the budget?	Where there are <i>ad-hoc</i> requirements that fall with the advent of a particular event and thus the requirement could either, not be foreseen, planned or anticipated. This must be clearly documented. Where relevant, minutes of meetings / forums / cabinet decisions / e-mails, where such a requirement originated must be kept on file together with the identified requirement as it speaks directly to the identification of the need.	Requestor
	Is it an <i>ad-hoc</i> requirement and how did it come to be the responsibility of the Municipality?	Where it is linked to a strategy of the KFDRF, or relates to a particular policy decision, excerpts thereof must be attached in support of statements in motivation.	Requestor
	Does it have priority and why?	As far as it pertains to the priority of the project / service / product a clear motivation must be given, as it sets out the factors that determine the weight of the service / product required. This might include but is not limited to: ➤ Political will ➤ Legislative requirements / mandates	Requestor

Step	Process Step	Rationale	Responsible Person
		➤ Policy interventions ➤ National / Provincial programs or directives, etc.	
	Is there a scarcity of the specific commodity in the market / Country / Province?	Consideration that is general but also very important relates to issues such as: • Where a service or product is not readily available, it becomes harder to motivate the limitation of providers. • Strategic nature of commodity / service / product. • The more strategic, the subtler and thorough the approach. Even more important here is the identification and mitigation of risks.	Requestor
	Is there a time implication that necessitates urgent action?	The less time available for acquiring particular goods or services, the options in terms of procurement solutions are limited. Time or the limitation thereof also has a major impact on cost. Thus, one cannot expect a full spectrum of goods and services within a short period of time at the lowest possible cost. Trade-offs is a very real and quite important factor to consider in procurement.	Requestor

Step	Process Step	Rationale	Responsible Person
	Is there funding for this requirement and is the impact of this requirement known and accepted?	The less funding available, the more pressure is placed on following a limited, negotiated procurement process. Where there is an existing strain on the funding, it defeats the purpose to spend the bigger part of that on the procurement option rather than the service / product required.	Requestor
	Analysed the market to determine all possible option to satisfy the demand.	Understanding the market is key to ensure that the best procurement option is selected. It serves no purpose to select an open bidding process in a market that by virtue of the nature of the product / service required is inherently limited. This, in the true sense of the word, is fruitless and wasteful.	Requestor
	Does the geographic location of potential Service Providers have an impact on the selection process (i.e. Sole Supplier – Country)	The place where the service / product is needed at times is a factor that leads to the decision to limit service providers. A practical example here is isolated and / rural areas, or areas where there are no locally based services providers / products etc. In other words, where the commodity required is not locally available.	Requestor

Step	Process Step	Rationale	Responsible Person
	Is there any specific economic circumstances that indicate the utilisation of limited bids?	The economic climate plays a huge role as it relates to the availability of a particular service or product, the cost associated with it in a climate where the service is readily available (overprovided) as opposed to when it is scarce (over demand and under provision). Where it is thus possible to forecast a particular pattern as it relates to a specific commodity, this should be catered for as it ultimately impacts on procurement solutions available. Socio-Economic Objectives • For as much as cost is a heavy consideration, government is burdened with a socio-economic obligation to use procurement as a tool for economic empowerment of the historically marginalized. • To this end, who government buys from, at what cost and to what end is most certainly influenced by the legislative framework and the social policies pertaining to procurement. This inevitably also affects how contracts would be structured to meet socio-economic requirements expected.	Requestor

Step	Process Step	Rationale	Responsible Person
2	Procurement process	Procurement processes will be guided by the needs analysis conducted in 1 above and may include: (i) Direct negotiation (ii) Requisitioning of quotes per delivery (iii) Rotation basis of delivery (iv) Panel of service providers	Requestor
	Motivation	Procurement process and governance processes must be recorded as part of approval submission	Requestor
2	Approval of submission	Approval by CFO	CFO
3.	Appropriate agreement	Agreement criteria should be clear and specific and provided by the requestor.	Requestor
	Assignments	Contracts being inclusive of various deliverables must be managed on an assignment basis	
	Project plan should be included	The requestor should detail milestones.	Requestor
	Company Proposal attached	Detailed, valid, and legally acceptable proposal to be provided by the requestor	

Step	Process Step	Rationale	Responsible Person
	Details of payment structure clarified	Payment plan – agreed to by the supplier, to be provided by requestor	Requestor
	Declaration of interest	Declaration of interest by all relevant parties as per MBD's are compulsory	Requestor
	Declaration of collusive practices	Declaration of collusive practices – completed MBD declaration form	Requestor
	Ensure that a valid tax clearance certificate is provided	A valid tax certificate to be provided to complete the acquisition process	Requestor
4	Reporting of procurement process	Monthly statistics via SCM in the office of the CFO to Accounting Officer and Council	
5	Contract performance	Regularly monitor and report on contract performance	

60. Order types

Requisition amount (incl. VAT)	Order Type	Procedure	Approval
Up to R2000 and Petty cash 1 written quote	A order	Requisition to be completed by initiator & authorizer.	Within the delegated framework
R2001 to R29 999 (compliant i.e. 3 quotes)	B order	User department provide specifications to SCM. Advertise on notice board and website for three (3) days.	Within the delegated framework

		Quotes will be forwarded to user department to indicate compliance with specifications. Acceptable quote to be used for requisition. Requisition to be completed by initiator & authorizer.	
R2 001 to R199 999	C order	Requirement was advertised for B or R order types but did not receive 3 quotes.	Within the delegated framework
R2001 & above (non-compliant)	D order	The reason for non-compliance can only be one of the following: (i) Emergency - followed by the justification; (ii) Sole supplier – followed by the justification; (iii) Acquisition of animals for zoos and /or nature and game reserves; (iv) Acquisition of special works of art or historical objects; (v) Exceptional cases where it is impractical or impossible to follow the official procurement processes - followed by the justification;	Deviation memo must be attached reflecting the reason and including a justification. Must be signed off by the relevant Manager & Director. Approvals will be within the delegated framework.
Grant in aid	G order	Requisition to be completed by initiator & authorizer. Minutes of Grant in aid committee to be attached to requisition.	To be authorized by the Accounting Officer
Statutory: Payments that MUST be made. Legislative requirement	S order	Requisition to be completed by initiator & authorizer. Invoice to be attached to requisition. Statutory: Eskom, vehicle licence and registration fees, SALGA, Refuse site - PetroSA, Transnet, interest and redemption, medical aid payments, Eden shop stewards, Auditor - General, Investments made by the Municipality,	Approvals will be within the delegated framework

		Telkom, Compensation Commissioner, SABC, ICASA, other municipalities, Registrar of Deeds, NHLS, SAMRO, all government departments – both national and provincial, Western Cape Economic Development Partnership, Juta and Company, Lexis Nexus, G4S, SCFPA, HPSA, SESI, claims from legal firms before, during and after litigation, attendance at conferences, WESSA, Aviemore, Simola and Brenton Haven.	
RFQ process At least 3 written quotes R30 0000 – R199 999	R order	Properly documented process within the prescribed framework.	Approvals will be within the delegated framework
Tender process Above R200 000	T order	Properly documented process within the prescribed framework.	Delegated committees

61. SCM delegations

 KNYSNA Municipality Munisipaliteit uMasipala	
DELEGATION OF POWERS AND DUTIES of the ACCOUNTING OFFICER in terms of SECTION 79 of the MUNICIPAL FINANCE MANAGEMENT ACT, 56 OF 2003 from 1 July 2021	
Delegated by the Accounting Officer to all Directors	
These powers and duties may be sub-delegated to officials to be nominated in writing by the Accounting Officer or Directors, subject to the under-mentioned criteria, and further subject to the Council's Supply Chain Management Policy, financial regulations and council resolutions where applicable.	
APPROVAL OF REQUISITIONS FOR INVENTORY ITEMS FROM THE MUNICIPAL STORE	
VALUE	LOWEST LEVEL OF APPROVAL With due regard to proper segregation of duties Post level T12 and higher
Up to R 2 000	To be indicated by relevant Director to ensure service delivery efficiency

Over R 2 000 – R 30 000	To be indicated by relevant Director to ensure service delivery efficiency	
Over R 30 000 – R 200 000	To be indicated by relevant Director to ensure service delivery efficiency	
Over R 200 000	To be indicated by relevant Director to ensure service delivery efficiency	
Approval of requisitions for direct purchases		
VALUE (Including VAT)	QUOTATIONS / TENDERS	LOWEST LEVEL OF APPROVAL With due regard to proper segregation of duties
Up to R 2 000	One (1) written price quotation	Post level T12 and higher
R2 000 - R30 000	Three (3) formal written price quotations and advertised on the noticeboard for 3 days	Post level T12 and higher subject to the recommendation of the responsible manager and SCM
R 30 001 – R 200 000	Formal written price quotations and advertised for 7 days on the official notice board and website of the Municipality in terms of Section 18(b)	Post level T12 and higher subject to the recommendation of the responsible manager and SCM
Over R 200 000 – R 10 million	Competitive Bidding to be awarded by a Bid Adjudication Committee	Managers or Directors subject to approval of the Bid Adjudication Committee and authorization R-value
Over R 10 million		Accounting Officer after recommendation from the Bid Adjudication Committee
Approval of deviations in terms of regulation 36 of the Supply Chain Management Regulations: CRITERIA for the consideration and approval of DEVIATIONS		
VALUE (Including VAT)	LOWEST LEVEL OF APPROVAL	
Any value	Accounting Officer upon recommendation of the responsible Director, and after consultation with the Director: Finance and the Manager: Supply Chain Management	
Delegated by the Accounting Officer to all Directors		
These powers and duties may be sub-delegated to officials to be nominated in writing by the Accounting Officer or Directors, subject to the under-mentioned criteria, and further subject to the Council’s Supply Chain Management Policy, financial regulations and council resolutions where applicable.		

Extension or amendment of contracts	
Any value (change of scope, amendment, extension of time or increase in value)	Advertisement in terms of Section 116(3) of the MFMA and approval by Council. Valid reasons to be provided in memorandum to SCM. User department responsible for item to Council.
Signing of 14 or 21-day appeal or objection letters after BAC recommendation/award With due regard to proper segregation of duties	
Under R10 million	CFO/chairperson of the BAC
R10 million and up	Accounting Officer
Advertising of and approving of all specifications With due regard to proper segregation of duties	
R2 000 – up to R199 999	SCM Manager, after departmental manager approved it
R200 000 and above	Director responsible for the function after the BSC committee recommended it for approval CFO to confirm budget availability for tenders above R 10 million
Signing of final appointment letters after BAC award, contract forms and SLA With due regard to proper segregation of duties	
Under R10 million	Accounting Officer
R10 million and up	Accounting Officer
Approval of variation orders With due regard to proper segregation of duties	
Within the tender awarded amount and contingencies	Director responsible for the function
Appointment of members of BSC and BEC - from the list of Accounting Officer approved staff members With due regard to proper segregation of duties	
Any value	SCM Manager
Opening of bid boxes With due regard to proper segregation of duties	
Any value	At least 2 SCM officials
Signing of supplier related documentation and memorandums relating to SCM With due regard to proper segregation of duties	
Any	Accounting Officer
Signing of communication and approval of requests to use regulation 32 With due regard to proper segregation of duties	

R200 000 and above	Accounting Officer
Approval of C orders, where less than 3 quotations where received With due regard to proper segregation of duties	
Below R200 000	Manager: SCM

62. Commencement

This Policy takes effect on date of approval.

ANNEXURE A

Local Government Framework for Infrastructure Delivery and Procurement Management

Date of issue: 01 October 2020

Effective Date: 01 July 2022



Foreword

In 2012, the Infrastructure Delivery Management System (IDMS) was adopted as the chosen government wide system for infrastructure delivery in South Africa. In the same year (2012), the National Treasury, together with the eight metropolitan municipalities, initiated the customisations of the IDMS for implementation by municipalities. The product of that engagement became the Cities Infrastructure Delivery Management Toolkit (CIDMT), focusing mainly on cities or metros.

In order to establish a common approach to infrastructure delivery across all organs of state, the Standard for Infrastructure Procurement and Delivery Management (SIPDM) was issued for adaptation and adoption by municipalities in terms of Circular 77.

In the process of implementing and institutionalising the SIPDM, institutions expressed concerns regarding the operational challenges imposed by aspects of the SIPDM. This constraint was further compounded when the Preferential Procurement Regulations, 2017 were promulgated and effected, resulting in conflict between the SIPDM and the Regulations.

The National Treasury, in consultation with relevant stakeholders, initiated the SIPDM review process, which resulted in the development of the Local Government Framework for Infrastructure Delivery and Procurement Management (LGFIDPM). The LGFIDPM provides for minimum requirements for effective governance of infrastructure delivery and procurement management. It also recognises the different capacities in the various categories of municipalities and therefore requests municipalities to review their institutional and capacities before adapting and adopting this model.

Introduction

- a) The Integrated Development Plan (IDP) is the principal strategic planning instrument for municipalities. The IDP process requires a robust process of gathering and synthesising information related to the medium to long-term management of the Municipality's infrastructure needs.
- b) The preparation of Roads and Storm Water Services, Water and Sanitation Services, Waste Disposal Services, Electricity Services and Community Facilities and Municipal Buildings, Infrastructure Asset Management Plans (IAMPs) enables municipalities to rank projects and determine budgets, based on a holistic view of local needs and priorities; and serves as a source of valuable information in preparing the IDP.
- c) Through the Infrastructure Delivery Management System, Cities Infrastructure Delivery Management System was developed to provide a holistic system for the management of infrastructure based on the requirements of SANS 55001: Asset management tailored for application in South African metropolitan spaces and specifically in support of the country's spatial transformation agenda.
- d) There is need to develop an infrastructure delivery management system tailor-made for all municipalities (excluding cities) which should integrate asset management strategy, policy to guide infrastructure planning, delivery management and decision making. The LGFIDPM introduces the initial process focusing on the project processes of the infrastructure delivery management and infrastructure procurement.
- e) The Framework for Infrastructure Procurement Management should be implemented together with the project management processes, to ensure alignment, integration and efficient and effective service delivery.

1. Scope

- 1.1. The Local Government FIDPM applies to organs of state which are subject to the Municipal Finance Management Act (MFMA).
- 1.2. The Framework provides minimum requirements for the implementation of Infrastructure Delivery and Procurement Management through the:
 - a) Project processes for infrastructure delivery management, and
 - b) Infrastructure procurement gates.
- 1.3. The Framework specifies the allocation of responsibilities for performing activities and making decisions at project stages and procurement gates for infrastructure projects above the threshold of R50 million.

2. Terms and Definitions

Approved: **Officially agreed and signed-off by an Accounting Officer or a delegated person / body.**

Construction: **Everything constructed or resulting from construction operations.**

Employer: **Organ of state intending to, or entering into, a contract with a contractor.**

Gate: **A control point at the end of a process where a decision is required before proceeding to the next process or activity.**

Gateway review: **An independent review of the available information at a gate upon which a decision is made whether to proceed to the next process, or not.**

Infrastructure:

- a) **Immovable asset, which is acquired, constructed or results from construction operations; or**
- b) **Movable asset, which cannot function independently from purpose-built immovable asset(s).**

Infrastructure delivery: **The combination of all planning, technical, administrative and managerial actions associated with the construction, supply, refurbishment, rehabilitation, alteration, maintenance, operation or disposal of infrastructure.**

Infrastructure procurement: **The procurement of goods or services, including any combination thereof, associated with the acquisition, refurbishment, rehabilitation, alteration, maintenance, operation or disposal of infrastructure.**

Organ of State: **Any department of state or administration in the national, provincial and local sphere of government.**

Procurement strategy: **The selected packaging, contracting, pricing and targeting strategy and procurement procedure for a particular procurement.**

Project: **A unique set of processes consisting of coordinated and controlled activities with start and end dates, performed to achieve the project objective.**

Stage: **A collection of periodical and logically related activities in the Project Management Control Stages, that culminates in the completion of an end of stage deliverable.**

3. Abbreviations

CIDB	Construction Industry Development Board
IDP	Integrated Development Plan
FIDPM	Framework for Infrastructure Delivery and Procurement Management
MFMA	Municipal Finance Management Act
PSP	Professional Service Provider
PPPFA	Preferential Procurement Policy Framework Act
SCM	Supply Chain Management
SDBIP	Service Delivery Budget Implementation Plan

4. Normative references

4.1 Acts of Parliament

The following referenced Acts of Parliament are indispensable in the application of this document:

- Architectural Profession Act, 2000 (Act No. 44 of 2000)
- Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)
- Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)
- Construction Industry Development Board Act, 2000 (Act No. 38 of 2000)
- Division of Revenue Act (Annual)
- Engineering Profession Act, 2000 (Act No. 46 of 2000)
- Landscape Architectural Profession Act, 2000 (Act No. 45 of 2000)
- Municipal Finance Management Act, (No. 56 of 2003)
- Local Government: Municipal Systems Act, 2000 (Act No. 32 Of 2000)
- National Archives and Record Services of South Africa Act, 1996 (Act No. 43 of 1996)
- Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)
- Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000)
- Project and Construction Management Professions Act, 2000 (Act No. 48 of 2000)
- Public Finance Management Act, 1999 (Act No. 1 of 1999)
- Quantity Surveying Profession Act of 2000 (Act No. 49 of 2000)
- Other Sector Specific Acts of Parliament.

- 4.2 Regulations issued in terms of the MFMA and MFMA Circulars
 - **Regulations issued in terms of the MFMA**
 - **Preferential Procurement Policy Framework Act Regulations (PPPFA of 2017 or as amended from time to time) and circulars.**
- 4.3 Standards
 - **Applicable Construction Industry Development Board Standard for Uniformity**
 - **Construction Sector Code.**
- 4.4 Management System
 - **Infrastructure Delivery Management System (IDMS)**
 - **Cities Infrastructure Delivery Management Toolkit (CIDMT).**
- 4.5 National Treasury Guidelines
 - **Local Government Capital Asset Management Guideline and Planning Guidelines**
 - **Budget Facility for Infrastructure (BFI).**
- 4.6 Department of Cooperative Governance and Traditional Affairs Guidelines
 - **Guidelines for Infrastructure Asset Management in Local Government.**

5. Framework for infrastructure delivery

- 5.1 The Infrastructure Delivery Management Project Processes
 - a) The project process of infrastructure delivery management contains control stage deliverables at the end of each stage. Table 1 outlines the stage deliverables that must be approved. The control stages are specific to project management processes; and outline and describe the stages in the life of a project from start to end. The specific stages are determined by the specific project's governance and control needs. The stages follow a logical sequence with a specified start and end. The deliverable is considered to have passed through the relevant stage when it is approved and signed off. The project then moves on to the next sequential stage. It is expected that the Municipality's organisation reflects an engagement between the Budget Treasury Office, Engineers and Planners when developing and approving projects. It is also expected that there should be engagements with the National and Provincial Treasury where appropriate or where projects dictate so.

Table 1: Project stage deliverables

Stage		Project Stage Deliverables
No	Name	End of Stage Deliverables
1	Initiation	Initiation Report or Pre-Feasibility Report (i) The Initiation Report defines project objectives, needs, acceptance criteria, organisation's priorities and aspirations, and procurement strategies, which set out the basis for the development of the Concept Report. Or (ii) A Pre-Feasibility Report is required on Mega Capital Projects, to determine whether to proceed to the Feasibility Stage; where sufficient
2	Concept	Concept Report or Feasibility Report (i) The Concept Stage presents an opportunity for the development of different design concepts to satisfy the project requirements developed in Stage 1. This stage presents alternative approaches and an opportunity to select a particular conceptual approach. The objective of this stage is to determine whether it is viable to proceed with the project, premised on available budget, technical solutions,

Stage		Project Stage Deliverables
No	Name	End of Stage Deliverables
		a) Document the initial design criteria, cost plan, design options and the selection of the preferred design option; or the methods and procedures required to maintain the condition of infrastructure, or the project. b) Establish the detailed brief, scope, scale, form and cost plan for the project, including, where necessary, the obtaining of site studies and construction and specialist advice. c) Provide an indicative schedule for documentation and construction, or maintenance services, associated with the project. d) Include a site development plan, or other suitable schematic layouts, of the works. e) Describe the statutory permissions, funding approvals and utility approvals required to proceed with the works associated with the project. f) Include a baseline risk assessment for the project and a health and safety plan, which is a requirement of the Construction Regulations issued in terms of the Occupational Health and Safety Act. g) Contain a risk report, need for further surveys, tests, investigations, consents and approvals, if any, during subsequent stages. (iii) A Feasibility Report must provide the following minimum information: a) Details regarding the preparatory work covering: • A needs and demand analysis with output specifications.
3	Design Development	Design Development Report (i) The Design Development Report must, as necessary: a) Develop, in detail, the approved concept to finalise the design and definition criteria.
Stage		Project Stage Deliverables
No	Name	End of Stage Deliverables

Stage		Project Stage Deliverables
No	Name	End of Stage Deliverables
		b) Establish the detailed form, character, function and costings. c) Define the overall size, typical detail, performance and outline specification for all components. d) Describe how infrastructure, or elements or components thereof, are to function; and how they are to be safely constructed, be commissioned and be maintained.
4	Design Documentation	Design Documentation (i) Design documentation provides: a) the production information that details performance definition, specification, sizing and positioning of all systems and components that will enable construction; b) the manufacture, fabrication and construction information for specific components of the work, informed by the
5	Works	Completed Works capable of being used or occupied (i) Completion of the Works Stage requires: a) Certification of the completion of the works in accordance with the provisions of the contract; or b) Certification of the delivery of the goods and associated services in accordance with the provisions of the contract.
6	Handover	Works which have been taken over by the user or owner; Completed Training; Record Information (i) The handover stage requires the following activities to be undertaken: a) Finalise and assemble record information which accurately reflects the infrastructure that is acquired, rehabilitated, refurbished or maintained;
7	Close-Out	Defects Certificate or Certificate of Final Completion; Final Account; Close-Out Report

Stage		Project Stage Deliverables
No	Name	End of Stage Deliverables
		(i) The Close-Out Stage commences when the end user accepts liability for the works. It is complete when: a) Record information is archived; b) Defects certificates and certificates of final completion are issued in terms of the contract; c) Final amount due to the contractor is certified in terms of the contract; d) Close-Out Report is prepared by the Implementer and approved by the Municipality.

- b) Procurement of PSPs and Contractors can occur at different points in the project stages.
- c) Additional stages may be added to the described stages above, if deemed necessary. For example, additional stages could include those necessary to ensure that project activities are appropriately carried out and stages linked. Contract activities would, in many instances, be contingent upon the requirements of the specific contract being used.
- d) For project progress using the project stages, reporting must be for the deliverable achieved in the stage immediately prior to the 'in progress' stage. For example, if a project is shown as being at Stage No. 3 (Design Development), it implies that the deliverable for Stage No. 2 (i.e. the Concept Report) has been achieved; and that the deliverable for Stage 3 (i.e. the Design Development Report) is in the process of being prepared.
- e) Where an organ of state engages another organ of state to provide agency services, a service delivery agreement must be developed that outlines the roles and responsibilities for each organ of state; and establishes a relationship between the client and the implementer. The development of all deliverables should be carried out in a cooperative and consultative manner between the Client and Implementer parties. All deliverables must be developed and signed off in compliance with the specific service delivery agreement.

5.2 Gateway Reviews

5.2.1 Gateway reviews for mega capital projects

- (i) The MFMA (Act 56 of 2003), section 19 (2) states: "Before approving a capital project in terms of subsection (1)(b), the council of a Municipality must consider the projected cost covering all financial years from the start until the project is operational; and the future operational costs and revenue on the project, including municipal tax and tariff implications."
- (ii) The LGFIDPM prescribes the Gateway Review at the end of stage 2, as the minimum requirement to comply with section (i) above.

- (iii) The focus of such a review must be on the quality of the documentation in the first instance, and thereafter on:
 - a) Deliverability: the extent to which a project is deemed likely to deliver;
 - b) Expected benefits: within the declared cost, time and performance area;
 - c) Affordability: the extent to which the project's level of expenditure and financial risk can be accepted, given the organisation's overall financial position, both singly, and when considering its other current and projected commitments; and
 - d) Value for money: The optimum combination of whole life costs and quality (or fitness of purpose), to meet the user's requirements.
- (iv) A gateway review team must comprise of not less than three persons who are neither involved, nor associated with the project, but have a broad understanding of the subject matter.
- (v) A gateway review must be led by a person who has experience in the planning of infrastructure projects and is registered as a professional with a statutory council under the built environment professions. The members of the team must, as relevant, have expertise in the key technical areas, cost estimating, scheduling and implementation of similar projects.
- (vi) It is the duty of the institution's Accounting Officer or Authority to appoint a team responsible for the gateway review of his or her institution.
- (vii) The gateway review team must base its findings primarily on:
 - a) The information contained in the end-of-stage deliverable;
 - b) Supplementary documentation, if any, provided by key staff and obtained during an interview process; and
 - c) Interviews with key staff members and stakeholders.
- (viii) The gateway review team must issue a report at the conclusion of a gateway review, which reflects the team's assessment of the information at the end of a stage; and provides findings or recommendations on areas where further work should be undertaken to improve such information.
- (ix) The gateway review findings must be classified by the gateway review team as:
 - a) Critical: Findings that pose adverse effect to the project or package. Critical findings are findings related to the stage deliverable that are wholly unacceptable.
 - b) Major: Findings that pose a potentially adverse effect to the project or package. Major findings are serious findings and are in direct violation of key legislation, e.g. The Constitution of the Republic of South Africa, the MFMA or the PPPFA.
 - c) Minor: Findings that do not pose any adverse effect to the project or package. Minor findings indicate the need for improvement of practices and processes.
- (x) A Stage 2 deliverable must not be approved until such time that all findings have been resolved.

6. Framework for infrastructure procurement

6.1 Introduction

The framework for infrastructure procurement outlines the minimum infrastructure procurement policy requirements for municipal planning and implementation.

The strategic direction set in the Integrated Development Plan (IDP) informs the framework for infrastructure procurement. For example, procurement strategies must be aligned to the Municipality's developmental and internal transformation needs, as specified in the IDP.

6.2 Minimum requirement for infrastructure procurement

- 6.2.1 Infrastructure procurement must be undertaken in accordance with all applicable Infrastructure Procurement related legislation and this Framework.
- 6.2.2 Infrastructure procurement must be implemented in accordance with the institutional Supply Chain Management System, which promotes differentiated procurement for infrastructure.
- 6.2.3 Infrastructure procurement must be implemented in accordance with the procurement gates prescribed in clause 6.3 below.
- 6.2.4 The Accounting Officer must ensure that a budget is available for the duration of the project, in line with MFMA provisions for capital and operating budgets.
- 6.2.5 The Accounting Officer must ensure that cash flow management processes are in place to meet payment obligations within the time periods specified in the contract.
- 6.2.6 Procurement gates provided in 6.3 below must be used, as appropriate, to:
 - a) Authorise commencement of activities that lead to the next control gate;
 - b) Confirm conformity with requirements; and/or
 - c) Provide information to eliminate any cause of non-conformity and to prevent reoccurrence.
- 6.2.7 The authorisation to proceed to the next procurement gate must be given by a delegated person or body. The delegated person or body must be able to apply relevant built environment knowledge and skill to achieve the intended results required at the relevant procurement gate. The level of detail contained in the documentation on which a decision to proceed to the next procurement gate is made, must be sufficient to enable an informed decision.
- 6.2.8 The Accounting Officer must develop and implement effective and efficient emergency procurement procedures, including relevant approval delegation, in compliance with relevant legislation.
- 6.2.9 The Accounting Officer must develop and implement an effective and efficient infrastructure disposal policy in line with the Municipal Asset Transfer Regulations. The institution may consider disposal strategies aligned to their internal disposal policy, prior to proceeding with the procurement strategy.

- 6.2.10 The Accounting Officer must keep records of Procurement Gate Approvals, in a manual or electronic format, with the following minimum requirements:
- Procurement gate;
 - Delegated person/s or body;
 - Date on which the approval request was received;
 - Date on which the approval was actioned; and
 - Signature of the delegated person or body.
- 6.2.11 All assets must be recorded in the municipal asset register as required by the GRAP standards.

6.3 Infrastructure Procurement Gates

6.3.1 Procurement Gate 1 (PG 1)

- Initiate a procurement process;**
- Minimum Requirement for PG 1:
 - Establish and clarify the procurement need, aligned to the Municipality's development and transformation priorities specified in the IDP.**
 - Determine a suitable title for the procurement, to be applied as the project description.**
 - Prepare the broad scope of work for the procurement.**
 - Perform market analysis.**
 - Estimate the financial value of proposed procurement and contract for budgetary purposes, based on the broad scope of work.**
 - Confirm the budget.**
 - Compliance with section 33 of the MFMA with respect to community and stakeholder consultation.**
- PG 1 is complete when a designated person or body makes the decision to proceed/not to proceed, with the procurement of the infrastructure.

6.3.2 Procurement Gate 2 (PG 2)

- Approve procurement strategy to be adopted.**
- Minimum Requirement for PG 2:
 - Develop a procurement strategy aligned to the institutional procurement strategy:**
 - Establish contracting and pricing strategy comprising of an appropriate allocation of responsibilities and risks; and the methodology for contractor payments.**
 - Identify service required for works.**

- c. **Decide on contracting strategy.**
 - d. **Decide on pricing strategy.**
 - e. **Decide on form of contract.**
 - f. **Establish opportunities for promoting preferential procurement in compliance with legislative provisions and the Construction Sector Code.**
- c) PG 2 is complete when a delegated person or body approves the procurement strategy that is to be adopted.

6.3.3 Procurement Gate 3 (PG 3)

- a) **Approve procurement documents.**
- b) Minimum requirements for PG 3:
 - 1) **Prepare procurement documents that are compatible with:**
 - (i) **approved procurement strategies.**
 - (ii) **project management design documentation.**

6.3.4 PG 3 is complete when the Bid Specification Committee approves the procurement document.

6.3.5 Procurement Gate 4 (PG 4)

- a) **Confirm that cash flow processes are in place to meet projected contractual obligations.**
- b) Minimum requirement for PG 4
 - 1) **Confirm that cash flow processes are in place to meet contractual obligations.**
 - 2) **Establish control measures for settlement of payments within the time period specified in the contract.**
- c) PG 4 is complete when a delegated person or body confirms in writing that cash flow processes are in place; and control measures are established for the procurement to take place.

6.3.6 Procurement Gate 5 (PG 5)

- a) **Solicit tender offers.**
- b) Minimum requirements for PG 5
 - 1) **Invite contractors to submit tender offers.**
 - 2) **Receive tender offers.**
 - 3) **Record tender offers.**
 - 4) **Safeguard tender offers.**
- c) PG 5 is complete when tender offers received are recorded and safeguarded by a delegated person from the SCM unit.

6.3.7 Procurement Gate 6 (PG 6)

- a) **Evaluate tender offers premised on undertakings and parameters established in procurement documents.**

- b) Minimum Requirement for PG 6:
 - 1) **Determine whether tender offers are complete.**
 - 2) **Determine whether tender offers are responsive.**
 - 3) **Evaluate tender submissions.**
 - 4) **Review minimum compliance requirements for each tender.**
 - 5) **Perform a risk analysis.**
 - 6) **Prepare a report on tender offers received, and on their achievement of minimum compliance.**
- c) PG 6 is complete when the chairperson of the Bid Evaluation Committee approves the BEC report.

6.3.8 Procurement Gate 7 (PG 7)

- a) **Award the contract.**
- b) Minimum Requirement for PG 7:
 - 1) **Bid adjudication committee review of the BEC evaluation report.**
 - 2) **Bid Adjudication Committee makes an award.**
 - 3) **Accounting Officer approval of the tender process.**
 - 4) **Notify successful tenderer and unsuccessful tenderers of the outcome.**
 - 5) **Sign contract document.**
 - 6) **Formally accept tender offer.**
- c) PG 7 is complete when the Accounting Officer, or the Bid Adjudication Committee where delegated, confirms that the tenderer has provided evidence of complying with all requirements stated in the tender data and formally accepts the tender offer in writing, and issues the contractor with a signed copy of the contract.

6.3.9 Procurement Gate 8 (PG 8)

- a) **Administer and monitor the contract.**
- b) Minimum Requirements for PG 8:
 - 1) **Finance department to:**
 - (i) **Capture contract award data.**
 - (ii) **Manage cash flow projection.**
 - (iii) **Administer contract in accordance with the terms and provisions of the contract.**
 - 2) **Delivery department to:**
 - (i) **Ensure compliance with contractual requirements.**
- c) PG 8 is complete when a delegated person captures the contract completion/termination data (close out reports and relevant documents), including payment certificates due.

CODE OF CONDUCT FOR SUPPLY CHAIN MANAGEMENT PRACTITIONERS AND OTHER ROLE PLAYERS

The purpose of this Code of Conduct is to promote mutual trust and respect and an environment where business can be conducted with integrity and in a fair and reasonable manner.

1 General Principles

- 1) The Municipality commits itself to a policy of fair dealing and integrity in the conducting of its business. Officials and other role players involved in supply chain management (SCM) are in a position of trust, implying a duty to act in the public interest. Officials and other role players should not perform their duties to unlawfully gain any form of compensation, payment or gratuities from any person, or provider/contractor for themselves, their family or their friends.
- 2) Officials and other role players involved in SCM should ensure that they perform their duties efficiently, effectively and with integrity, in accordance with the relevant legislation, policies and guidelines. They should ensure that public resources are administered responsibly.
- 3) Officials and other role players involved in SCM should be fair and impartial in the performance of their functions. They should at no time afford any undue preferential treatment to any group or individual or unfairly discriminate against any group or individual. They should not abuse the power and authority vested in them.

2 Conflict of interest

- 1) An official or other role player involved with supply chain management –
 - a) must treat all providers and potential providers equitably;
 - b) may not use his or her position for private gain or to improperly benefit another person;
 - c) may not accept any reward, gift, favour, hospitality or other benefit directly or indirectly, including to any close family member, partner or associate of that person, of a value more than R350;
 - d) must declare to the Accounting Officer details of any reward, gift, favour, hospitality or other benefit promised, offered or granted to that person or to any close family member, partner or associate of that person;
 - e) must declare to the Accounting Officer details of any private or business interest which that person, or any close family member, partner or associate, may have in any proposed procurement or disposal process, or in any award of a contract by the Municipality;

- f) must immediately withdraw from participating in any manner whatsoever in a procurement or disposal process or in the award of a contract in which that person, or any close family member, partner or associate, has any private or business interest;
- g) must declare any business, commercial and financial interests or activities undertaken for financial gain that may raise a possible conflict of interest;
- h) should not place him/herself under any financial or other obligation to outside individuals or organizations that might seek to influence them in the performance of their official duties; and
- i) should not take improper advantage of their previous office after leaving their official position.

3 Accountability

- 1) Practitioners are accountable for their decisions and actions to the public.
- 2) Practitioners should use public property scrupulously.
- 3) Only Accounting Officers or their delegates have the authority to commit the Municipality to any transaction for the procurement of goods and / or services.
- 4) All transactions conducted by a practitioner should be recorded and accounted for in an appropriate accounting system.
- 5) Practitioners should not make any false or misleading entries into such a system for any reason whatsoever.
- 6) Practitioners must assist the Accounting Officer in combating fraud, corruption, favouritism and unfair and irregular practices in the supply chain management system.
- 7) Practitioners must report to the Accounting Officer any alleged irregular conduct in the supply chain management system which that person may become aware of, including:
 - a) any alleged fraud, corruption, favouritism or unfair conduct;
 - b) any alleged contravention of the policy on inducements, rewards, gifts and favours to municipalities or municipal entities, officials or other role players; and
 - c) any alleged breach of this code of conduct.
- 8) Any declarations made must be recorded in a register, which the Accounting Officer must keep for this purpose.
- 9) Any declarations made by the Accounting Officer must be made to the mayor who must ensure that such declaration is recorded in the register.

4 Openness

Practitioners should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only if it is in the public interest to do so.

5 Confidentiality

- 1) Any information that is the property of the Municipality or its providers should be protected at all times. No information regarding any bid / contract / bidder / contractor may be revealed if such an action will infringe on the relevant bidder's / contractors personal rights.
- 2) Matters of confidential nature in the possession of officials and other role players involved in SCM should be kept confidential unless legislation, the performance of duty or the provisions of law requires otherwise. Such restrictions also apply to officials and other role players involved in SCM after separation from service.

6 Bid Specification / Evaluation / Adjudication Committees

- 1) Bid specification, evaluation and adjudication committees should implement supply chain management on behalf of the Municipality in an honest, fair, impartial, transparent, cost-effective and accountable manner.
- 2) Bid evaluation / adjudication committees should be familiar with and adhere to the prescribed legislation, directives and procedures in respect of supply chain management in order to perform effectively and efficiently.
- 3) All members of Bid Adjudication Committees should be cleared by the Accounting Officer at the level of "CONFIDENTIAL" and should be required to declare their financial interest annually.
- 4) No person should –
 - a) interfere with the supply chain management system of the Municipality; or
 - b) amend or tamper with any price quotation / bid after its submission.

7 Combative Practices

- 1) Combative practices are unethical and illegal and should be avoided at all cost. They include but are not limited to:
 - a) Suggestions to fictitious lower quotations;
 - b) Reference to non-existent competition;
 - c) Exploiting errors in price quotations / bids;