


Supply Chain Management Policy

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1 PURPOSE

The purpose of the departmental supply chain management policy is to guide management and supply chain practitioners regarding compliance with statutes, National- and Northern Cape provincial treasury's policies, prescripts, instructions and directives with a view of ensuring fair, equitable, transparent, competitive and cost-effective supply chain management practices in the department.

2 LEGISLATIVE FRAMEWORK

The Northern Cape Provincial Government (NCPG) resolved in terms of section 76 4 (c) of the Public Finance Management Act (PFMA), 1999 and Chapter 16A of Treasury Regulations promulgated in Government Gazette number 27388 on 15 March 2005 to implement a supply chain management (SCM) policy that gives effect to the:

- ✓ Constitution of the Republic of South Africa Act 108 of 1996, section 217 (1).
- ✓ Public Finance Management Act 1 of 1999, sections 38 (1) (a) (iii), 45 (c)
- ✓ Preferential Procurement Policy Framework Act (PPPFA) 05 of 2000 and its Regulations.

with a view of enhancing supply chain management practices that are:

2.1 Fair, equitable, transparent, competitive and cost-effective and complies with:

- 2.1.1 Prescripts as per chapter 16A of Treasury Regulations
- 2.1.2 Minimum norms and standards prescribed by National Treasury, as well as the Northern Cape Provincial Treasury (NCPT);
- 2.1.3 Regulatory framework for supply chain management (SCM) in terms of the PFMA, 1999.

2.2 Is consistent with other applicable legislation:

- 2.2.1.1 Broad Based Black Economic Empowerment Act (BB-BEEA), 53 of 2003;
- 2.2.1.2 Corruption Act, 1998 – anti-corruption measures and practices;
- 2.2.1.3 Competition Law and Regulations;
- 2.2.1.4 Promotion of Administrative Justice Act, 2000;
- 2.2.1.5 National Archives Act, 1996;
- 2.2.1.6 National Small Business Act.
- 2.2.1.7 State Information Technology Amendment Act, 2002 (SITA)
- 2.2.2 Is consistent with other policy objectives.
- 2.2.3 Does not undermine the objective of uniformity in supply chain management (SCM) systems in the Northern Cape Provincial Government.

The Department of Transport Safety and Liaison may not act in contravention with the Northern Cape provincial treasury's supply chain management policy when:

- ✓ Acquiring goods and services.
- ✓ Disposing of redundant, unserviceable or obsolete assets.
- ✓ Appointing consultants compliant with the Department of Public Administration's (DPSA) prescribed rates.
- ✓ Letting of state assets.
- ✓ Professional bodies for construction and related services.

3 DEFINITIONS

In this policy, unless the context otherwise indicates, a word or expression has the same meaning as in the regulations:

"accounting officer" means a person mentioned in section 36 of the Public Finance Management Act (29: 1999);

"accounting authority" means a body or person mentioned in section 49 of the Public Finance Management Act (29: 1999);

"competitive bid" means a bid in terms of a competitive bidding process;

"competitive bidding process" means a competitive bidding process as set out in sub-paragraph 8.2.31 of this policy;

"central suppliers database (CSD)" means the central database for suppliers conducting business with government, which is maintained by National Treasury.

"department" means Department of Transport Safety and Liaison in the Northern Cape Provincial Government;

"final award" in relation to bids (including quotations) submitted for a contract, means the final decision on which a bid (or quotation) is accepted;

"formal written price quotations" means quotations referred to in sub-paragraph 8.2.12 of this policy;

"in the service of the state" means to be-

- (a) a member of:
 - (i) any provincial legislature;
 - (ii) any municipal council or
 - (iii) the National Assembly or the National Council of Provinces;
- (b) a member of the board of directors of a public entity;
- (c) 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);
- (d) a member of the accounting authority of any public entity; or
- (e) an employee of a provincial legislature.

"long term contract" means a contract with a duration period exceeding one (1) year;

"MEC for Finance" means the Member of the Executive Council of a the Northern Cape Provincial Government, which is responsible for Finance in the Province;

"National Treasury" means the National Treasury established in terms of section 5 of the Public Finance Management Act, 1999 (Act no. 1 of 1999);

"other applicable legislation" means any other legislation applicable to provincial supply chain management - refer to paragraph 2;

"prescribe" means prescribe by regulation or instruction in terms of section 76 of the Public Finance Management Act, 1999 (Act no. 1 of 1999);

"provincial department" means:

- (a) a provincial administration listed in Schedule 1 of the Public Service Act, 1994; or
- (b) a department within a provincial administration and listed in Schedule 2 of that Act;

"provincial government business enterprise" means an entity which:

- (a) is a juristic person under the ownership control of a provincial executive;
- (b) has been assigned financial and operational authority to carry on a business activity;
- (c) as its principal business, provides goods or services in accordance with ordinary business principles; and
- (d) is financed fully or substantially from sources other than-
 - (i) a Provincial Revenue Fund; or
 - (ii) by way of a tax, levy or other statutory money;

“provincial public entity” means-

- (a) a provincial government business enterprise; or
- (b) a board, commission, company, corporation, fund or other entity (other than a provincial government business enterprise) which is-
 - (i) established in terms of legislation or a provincial constitution;
 - (ii) fully or substantially funded either from a Provincial Revenue Fund or by way of a tax, levy or other money imposed in terms of legislation; and
 - (iii) accountable to a provincial legislature.

“provincial treasury” means a treasury established in terms of section 17 of the Public Finance Management Act, 1999 (Act no. 1 of 1999);

“regulation” means the Regulations published in terms of the Public Finance Management Act, 1999, March 15 2005;

“transversal contract” means a contract arranged by National Treasury for more than one department or for more than one level of government e.g. national as well as provincial government;

“treasury” means the National Treasury or a provincial treasury, as may be appropriate in the particular circumstances;

“Treasury guidelines” mean any guidelines on supply chain management issued by the Minister in terms of section 76(4)(c) of the Public Finance Management Act, Act 29 of 1999;

“written or verbal quotations” mean quotations referred to in sub-paragraph 8.2.12 of this policy.

4 SUPPLY CHAIN MANAGEMENT UNIT

A separate sub-directorate for supply chain management – that includes asset management - shall be an integral part of the office of the chief financial officer.

5 TRAINING OF SUPPLY CHAIN MANAGEMENT PRACTITIONERS

As per the framework for minimum training and development the department shall utilise the expertise of the Northern Cape provincial treasury (NCPT) or the public administration, leadership and management academy (PALAMA). Alternatively the department’s supply chain management practitioners may attend training facilitated by accredited service providers, provided NCPT has been consulted regarding said training.

In order to develop a career for officials in supply chain management, the following type of training is required:

- 5.1 Introduction to supply chain management for newly appointed SCM practitioners – regardless of the practitioner’s salary level.

- 5.2 Intermediate training, focused on intensive training on all elements of supply chain management for practitioners who are responsible for logistics management.
- 5.3 Advanced training that includes specialised skills applicable to each element of supply chain management for specialised SCM practitioners such as: acquisition with specific reference to the bidding process and contract management i.e. assessment of supply chain performance.

6 DELEGATION OF SUPPLY CHAIN MANAGEMENT POWERS AND DUTIES

The accounting officer shall delegate appropriate powers and duties in writing to the chief financial officer as to enable the latter to re-delegate appropriate powers and duties to the manager: supply chain management in writing to:

Discharge the supply chain management responsibilities conferred to her/him in terms of:

- 6.1 Section 76 4 (c) of the Public Finance Management Act (PFMA), 1999.
- 6.2 Regulations in terms of the PFMA and framework for supply chain management.
- 6.3 Chapter 16A of the Treasury Regulations.
- 6.4 Preferential Policy Framework Act (PPFA), 05 of 2000 and its revised regulations dated December 07 2011.
- 6.5 Practice notes issued by national- and provincial treasury.
- 6.6 Northern Cape provincial treasury's supply chain management policy.
- 6.7 All other applicable legislation referred to in sub-paragraph 2.3.2.

Enforce cost-effective measures and maintaining of ethical standards to ensure integrity of the supply chain management system to prevent fraud, corruption, and favouritism, unfair and irregular SCM practices by implementing:

6.8 Code of Conduct and Financial Disclosure

Annual signing of and compliance with the prescribed code of conduct as per section 16A 8.2 of the Treasury Regulations, 2005 by all supply chain management practitioners.

Bid adjudication and evaluation committee members are to sign the code of conduct and declare their financial interest upon their appointment by the accounting officer for a period of two (2) years.

The purpose of the code of conduct is to ensure that supply chain management practitioners and bid committee members:

- 6.8.1 Disclose any potential conflict of interest at the beginning of each financial year or two (2) year tenure.
- 6.8.2 Annually declare their financial interests.
- 6.8.3 Treat suppliers and service providers fairly.
- 6.8.4 Ensure equity in the supply chain management system by affording all suppliers and service providers equal opportunities to conduct business with the department.
- 6.8.5 Not exploit their position for private gain or to improperly benefit a supplier or service provider.
- 6.8.6 Do not compromise the credibility and integrity of the supply chain management system through the acceptance of gifts or hospitality or any other improper act.

- 6.8.7 Are scrupulous in the use of public and departmental resources and assets.
- 6.8.8 Assist accounting officers in combating corruption and fraud in the supply chain management system.

6.9 Powers and duties that may not be delegated

- 6.9.1 The accounting officer and chief financial officer may not delegate decision making powers to a bid committee that is not exclusively comprised of officials of the Department Transport Safety and Liaison.
- 6.9.2 The accounting officer and chief financial officer may not delegate decision making powers to an advisor or consultant.
- 6.9.3 Officials of NCPT's directorate: supply chain management will be attending bid committee meetings in an advisory capacity with a view of ensuring compliance to legislation, policies and prescripts. Such officials will however not have decision making powers.
- 6.9.4 The accounting officer of the Department Transport Safety and Liaison shall not delegate the power to the bid adjudication committee regarding the final award for any acquisition of goods or services.
- 6.9.5 In any event only the accounting officer may make the final award of acquisitions exceeding R10 million (including VAT) over a life cycle. Such power shall under no circumstances be sub-delegated to any bid committee – let alone to an official.

7 REPORTING OF SUPPLY CHAIN MANAGEMENT INFORMATION TO NORTHERN CAPE PROVINCIAL TREASURY (NCPT)

For the purpose of NCPT's oversight role, the departmental supply chain management directorate shall submit the following information within 15 days of each calendar month end:

- 7.1 Acquisitions exceeding R100 000 per case (including VAT).
- 7.2 Minutes of bid committee meetings that shall include:
 - 7.2.1 Amount of each award.
 - 7.2.2 Name of preferred bidder's name, company name or partnership in whose favour a bid was awarded.
 - 7.2.3 Reasons for preferring a particular bidder.
 - 7.2.4 Attendance registers and declarations of interest by bid evaluation-, as well as adjudication committee members in respect of bids tabled.
- 7.3 Complaints of non-compliance by the department or suppliers / service providers / preferred bidders.
- 7.4 Recommendations regarding remedial action in instances of identified non-compliance with policies and prescripts by the department or suppliers / service providers / preferred bidders.

8 FRAMEWORK FOR SUPPLY CHAIN MANAGEMENT

As per section 16A 3.2 (d) of the Treasury Regulations, 2005 the department's supply chain management system shall at least provide for:

- Demand management.
- Acquisition management.
- Logistics management.
- Disposal management.
- Risk management; and
- Regular assessment of supply chain performance with specific reference to preferred bidders, as well as regular suppliers and service providers.

8.1 DEMAND MANAGEMENT

The accounting officer shall establish an effective demand management system to ensure that required goods and services to attain the department's strategic and operational objectives are delivered at the correct time, price, location, quantity and quality.

Examples of demand management planning is the annual procurement plan applicable to all procurement to an above R500 000 per case, aligned with the budget that has to be submitted to NCPT annually before April, 30.

Another is the Demand Management Plan Expenditure Report that must be submitted to NCPT on a quarterly basis.

8.2 ACQUISITION MANAGEMENT

The Accounting Officer must establish an effective system of acquisition management in order to ensure that:

- 8.2.1 Goods and services are acquired in accordance with authorized, standard operational procedures only.
- 8.2.2 Expenditure on goods and services is incurred in terms of an approved budget.
- 8.2.3 The threshold values of the different acquisition processes are complied with (*refer to National Treasury practice note 08 of 2007/2008, as well as NCPT practice note 04 of 2011/2012*).
- 8.2.4 Bid documentation are as per National and/Provincial prescripts (*SCM Practice Note 2 – Explanatory notes: Revised quotation/ bid forms 19 December 2011*).
- 8.2.5 The preference point system used in accordance with Revised Preferential Procurement Policy Regulations of 7 December 2011 (*refer to NCPT Practice Note 2/2011-12: Implementation of the Revised Preferential Procurement Regulations, utilizing valid BB-BEE status level verification certificates to claim preference points*).
- 8.2.6 General conditions of contract are complied with in all respects, and bid documents are compiled according to NCPTs Policy and prescripts.
- 8.2.7 Ensure evaluation and adjudication criteria are clearly spelled out in bid documents and are in accordance with all applicable legislation and provincial policies;
- 8.2.8 Treasury guidelines in respect of acquisition management are properly taken into account.
- 8.2.9 Strategy on how the market is to be approached, is determined.

- 8.2.10 Applicable depreciation rates are determined.
- 8.2.11 Total cost of ownership (TCO) principle is being applied e.g. life-cycle cost.
- 8.2.12 Bids are evaluated by the Bid Evaluation Committee and its recommendations forwarded to the Bid Adjudication Committee.
- 8.2.13 Prior to finalization of any contract exceeding the threshold of R100 000 (inclusive of all taxes per case) check with National Treasury if a contractor is:
- Included in the list of restricted suppliers or on the
 - Register of Tenders Defaulters.
 - The name of the recommended bidder and if possible names of the directors must be e-mailed to restriction@treasury.gov.za. Turnaround time from National Treasury one (1) working day. The website for Tender Defaulters has to be consulted at www.treasury.gov.za Telephone enquiries (012) 315 5348 or 5333.
- 8.2.14 Contract documents of preferred bidder(s) are properly completed, all documents are signed and all required certificates are appended.
- 8.2.15 Contract management is performed – either by the line functionary programme or by supply chain management.
- 8.2.16 Contract information is used to commence with the logistics management process – if and when orders for supply and delivery of goods in smaller quantities is applicable.
- 8.2.17 If consultants are appointed, the prescripts as appended (**Annexure E**) is followed as well as Department of Public Service Administration (DPSA) guidelines on hourly fees structure.
- 8.2.18 Adhere to revised guidelines when functionality is included as a criterion in the evaluation of bids (*refer to National Treasury Instruction note issued September 2010*);
- 8.2.19 Extension and variation orders against the original contract may not exceed 20% or R20 million (inclusive all applicable taxes) for construction related goods, works and for services and 15% or R15 million (including all applicable taxes) for all other goods and / or services of the original value of the contract (*refer to sub-paragraph 9 of National Treasury Instruction note 3 of 2016/17 Prevention and Combating Abuse in Supply Chain Management*);
- 8.2.20 Publication of awards:
- In accordance with sub-paragraph 3.2 & 3.7 of the same *National Treasury's Instruction Note 32 on enhancing compliance monitoring, improving transparency and accountability in Supply Chain Management dated 31 May 2011*, minimum requirements are as follows:
 - Publication of names of bidders in respect of advertised competitive bids (above threshold of R500 000, all applicable taxes included) must be done ten (10) working days after closure of bid on either the department's – or provincial website. The following information must be published: names of all bidders who submit bids at closing time and date. If practical total price and preference points claimed.
 - After awarding of bids the following information must be published in the Government Tender Bulletin, if applicable other media used for advertisement and on the department / public entity or provincial website:

Name(s) of successful bidder(s).

Preference claimed.

Contract price(s).

Brand names if applicable.

Expiry date(s) of contract(s).

- 8.2.21 Legal vetting of formal contracts and service level agreements by the department's legal unit (*sub-paragraph 3.6 of Instruction Note 32 dated May 31 2011*) before contracts and/or agreements are signed by the Accounting Officer.
- 8.2.22 Issuing of orders for payment in another financial year: Accounting Officers are prohibited from placing orders for goods and / or services from suppliers, receiving such goods and / or services and arranging with suppliers for such goods and services to be invoiced and paid for in another financial year (*sub-paragraph 3.8 of Instruction Note 32 dated May 31 2011*).
- 8.2.23 Payment of invoices within 30 days after receipt of invoice. The department must have internal controls to ensure that all invoices are paid within 30 days from the date of receipt of invoice, settlement or court judgement (*Treasury Regulation 8.2.3, as well as sub-paragraph 3.10 of Instruction Note 32 dated May 31 2011*).

8.2.24 Acquisition Processes and Threshold Values

Quotations – telephonic and price – shall only be invited from suppliers and service providers registered on the National Treasury's Central Suppliers Database (CSD) (*National Treasury Supply Chain Management Instruction Note 4A of 2016/17*).

Provincial Treasury practice note 4/2011-12 dated 02 February 2012 stipulates:

Threshold values as per **National Treasury practice note 8 of 2007/08 remains applicable**, but NCP 4, 8 and 9 forms are *not applicable to orders up to R10 000* (including all taxes per case).

8.2.24.1 In practice Northern Cape Provincial Treasury (NCPTs) practice note 4/2011-12 dated 02 February 2012 implies that:

8.2.24.1.1 Up to a transaction value of R2 000 (all taxes included per case)

Petty cash is used for such acquisitions.

The Department of Transport Safety and Liaison shall source one (1) telephonic quotation, which is to be confirmed in writing, where after a Logis order is issued.

8.2.24.1.2 Above the transaction value of R2 000 but not exceeding R10 000.00 (including all taxes per case – three [3] written price quotations).

Supply chain practitioners in the Department of Transport Safety and Liaison shall source three (3) written price quotations.

A Logis order shall be issued to the supplier or service provider who offers the lowest price to specifications.

8.2.24.1.3 Above the transaction value of R10 00 up to R29 999.99 (including all taxes per case) source three (3) written price quotations. The following NCP compliance forms are applicable:

A Logis order shall be issued to the supplier or service provider who offers the lowest price to specifications.

8.2.24.1.3.1 NCP 4 "Supplier/Service Provider's Declaration of Interest": valid for 12 months after date of completion submitted to supply chain management (SCM):

- SCM practitioner verify completion of NCP 4 and check for interest declared. If conflict exist, use alternative supplier. If MECs approval to government employee re permission to perform external remunerative work is not attached, NCP 4 is incomplete and offer thus non-responsive.
- Consult officials with access to Persal for verification of suppliers' identity numbers with a view of verifying whether potential suppliers are not employed by the state. If so, offer is non-responsive and an alternative offer is to be considered.
- File the original NCP 4 forms alphabetically on a lever arch file.
- Attach a copy of NCP 4 to payments effected to a particular supplier or service provider for the duration of the 12 months i.e. the period that the original NCP 4 is valid.
- Quarterly verification of NCP 4s validity.

8.2.24.1.3.2 NCP 8 "Supplier/Service Provider's Past Supply Chain Management Practices": **a fresh NCP 8 is required for each order.**

8.2.24.1.3.1 NCP 9 "Supplier/Service provider's Independent Bid Determination": with a view of eliminating collusion among suppliers/service providers to keep prices artificially low or high. A **fresh NCP 9 is required for each order.**

8.2.24.4 To or above the transaction value of R30 000.00 but not exceeding R200 000 (including all taxes per case) source a minimum of three [3] written price quotations and the following compliance forms are applicable:

8.2.24.4.1 NCP 4 Copy of supplier or service provider's Declaration of Interest.

8.2.24.4.2 NCP 8 Supplier or service provider's Past Supply Chain Management Practices.

8.2.24.4.3 Fresh NCP 9 Supplier or service provider's Independent Bid Determination.

8.2.24.4.4 A valid, original tax clearance certificate. Original is kept on lever arch file and copy attached to payment.

8.2.24.4.5 Application of the 80/20 principle for cases up to the value of R1 million. The formula for calculating the eighty (80) points for price remains unchanged.

8.2.24.4.6 Since 07 December 2011 the 20 preference points are based on the **originally certified copy** of the supplier/service providers' Broad Based Black Economic Score Card (B-BBEE status level of contributor/score card). The B-BBEE status level of contributor/score card is valid for 12 months. Only valid B-BBEE status level of contributor/score cards are to be considered.

8.2.24.4.6 However, suppliers or service providers may also submit an affidavit regarding the BBEE status. (Refer to *National Treasury Circular 5 of 2016/17 and NCPT Instruction Note 3 of 2016/17*). In the event of an affidavit, the level of contribution shall be 3 and the number of points scored as per the 80/20 point system shall be 16. If the supplier or service provider fails to submit a B-BBEE status level of contributor/score card, or affidavit, the score out of 20 for preference points is zero (0). Only points for price are considered in instances where suppliers or service providers fail to submit a B-BBEE status level of contributor/score card or affidavit.

8.2.24.4.7 Annexure F: Price Quotation Form applicable to purchases to and above R30 000 (including all taxes per case) up to an estimated value of R500 000.00. Annexure F requires suppliers or service providers to fill out detail

regarding their B-BBEE status level of contribution, particulars regarding delivery, particulars of the enterprise, and income tax. This information must correspond with the documents that suppliers or service providers submit.

8.2.24.4.8 Points for the B-BBEE score card are determined as follows:

B-BBEE Status Level of Contributor	Number of points (80/20 system)
1	20
2	18
3	16
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

8.2.24.5 To the value of R200 000.00 up to R499 999.99 (including all taxes per case) source a minimum of five (5) price quotations

8.2.24.5.1 All NCP compliance forms, additional documents and 80/20 point system as per sub-paragraph 8.2.24.4 shall be applicable.

8.2.24.5.2 Orders may only be issued if a valid, original tax clearance certificate was submitted.

8.2.24.5.3 If a valid B-BBEE score card or affidavit was not submitted, the particular supplier or service provider may not score preference points.

8.2.24.4.4 Annexure F: Price Quotation Form applicable to purchases to and above R30 000 (including all taxes per case) up to an estimated value of R500 000.00.

8.2.24.6 Above the transaction value of R500 000 (incl. VAT) per case

Competitive bidding process.

8.2.24.6.1 All invitations to bid shall be published in the Government Tender Bulletin for a minimum period of 21 calendar days.

8.2.24.6.2 With effect from July 1, 2016, departments, constitutional institutions and public entities are required to publish all invitations to tender through the eTender portal.

8.2.24.6.2 Invitations to bid shall over and above in the Government Tender Bulletin and eTender portal, also be published in newspapers, printed and distributed in the Northern Cape Province for the same minimum period of 21 calendar days as in the Government Tender Bulletin.

8.2.24.6.3 If a shortened advertising period for a minimum period of 14 calendar days is deemed necessary, the accounting officer shall give written permission – provided reasons for shortened advertising period are sound.

8.2.24.6.4 Should it be impractical to invite competitive bids e.g. in cases of emergency or urgency, or in the event of a sole supplier / service provider, goods or services may be acquired by means of price quotations and/or negotiations.

8.2.24.6.5 Reasons for all deviations from regular supply chain management procedures shall be recorded and approved by the accounting officer.

8.2.24.6.6 The 80:20 point principle is applicable to all procurements up to the threshold of one million rand (R1 000 000) inclusive of all taxes.

* The 90:10 point principle is applicable to all acquisitions exceeding one million rand (R1 000 000) inclusive of all taxes.

Goods and services may not be purposely sub-divided to ensure a lesser value to counter-act the prescribed thresholds set out in **National Treasury practice note 8 of 2007/08**.

Only suppliers and service providers registered on National Treasury's Central Supplier Data Base (CSD) shall be used (*National Treasury Supply Chain Management Instruction Note 4A of 2016/17*).

CSD shall be used for all acquisitions, such as telephonic and price quotations, as well as deviations such as urgent & emergency cases and sole service providers.

Orders shall only be issued on Logis.

8.2.25 Transversal Contracts:

The department shall participate in National Treasury's transversal contracts if deemed applicable. Examples are labour saving devices RT3 (copy and facsimile machines), motor vehicles RT57 and mobile and data communication, RT15.

8.2.26 Prerequisites for price quotations:

8.2.26.1 Quotations are to be sourced from suppliers / service providers registered on the Central Supplier Database (CSD).

8.2.26.2 The following detail must appear on a price quotation – same applies to the preferred supplier or service provider's written confirmation of a telephonic quotation:

8.2.26.3 Company name, physical address, telephone, mobile and facsimile number and name of contact person.

8.2.26.4 Company registration number – if applicable.

8.2.26.5 Registration number for value added tax (VAT). VAT may only be charged if a valid VAT registration number appears on a price quotation and finally the invoice. Small businesses e.g. caterers will not necessarily be registered for VAT. In such instances VAT may not be charged or paid by the department.

8.2.26.6 It is a prerequisite that price quotations have to be signed by the bidder – unless it was submitted electronically and the email address is valid.

8.2.27 Tax Clearance Certificates

A valid, original tax clearance certificate is required for of all orders to and above the value of R30 000 (incl. VAT) per case.

8.2.28 Rotation of suppliers and service providers

The principles of competitiveness and best value for money must be upheld by rotating suppliers and service providers when telephonic- and price quotations are sourced.

A rotation register must be maintained as evidence of compliance.

8.2.29 Competitive Bidding Process – read together with sub-paragraph 8.2.24.6

All bid invitations shall be published in the Government Tender Bulletin over and above publication in local Northern Cape newspapers and the eTender portal.

The Accounting Officer shall appoint members of the bid specifications, evaluation and adjudication committees in writing for a period of two (2) years at a time.

The department's supply chain management system shall make provision for:

8.2.29.1 Bid Specifications:

8.2.29.1.1 Due to the department's diverse fields of specialisation, the programme with a demand for a particular service shall compile specifications or terms of reference for a bid. The programme manager shall sign off specifications for goods or services required. Thereafter, specifications are submitted to the bid Specifications Committee for finalisation and submission to supply chain management for invitation of the bid.

8.2.29.1.2 The chair and secretariat of bid committees shall ensure that bid committee members that were involved in the compilation of specifications shall be recused from committee meetings when bids are tabled for evaluation and adjudication. Purpose: to prevent favouring a particular bidder and conflict of interest.

8.2.29.1.3 If the chairperson of a bid committee has an interest in any bid to be tabled, the secretariat *cum* supply chain management practitioner who is also a member of the particular bid committee, shall protect the department and bid committee chair by requesting him/her to recuse him/herself from discussion and recommendation of a particular bid.

8.2.29.1.4 Bid committee members and chairpersons are to complete an attendance register for each bid committee meeting. The attendance register also calls upon bid committee members to declare their interest – if any – in the memo's or bids set out in the agenda.

8.2.29.2 Bid Committees: Evaluation and Adjudication:

8.2.29.2.1 The accounting officer shall appoint at least three (3) members for each of the bid committees for a period of two (2) years.

8.2.29.2.2 The chief financial officer is the *ex officio* chairperson of the bid adjudication committee.

8.2.29.2.3 A supply chain management practitioner shall serve on each of the bid committees.

8.2.29.2.4 No official may serve on more than one (1) of the bid committees.

8.2.29.2.5 Officials may be co-opted in an advisory capacity. Co-opted officials will however not have decision making powers.

8.2.29.2.6 A quorum is fifty percent (50%) plus one (1). This excludes officials that are co-opted in an advisory capacity of observing officials from NCPT.

8.2.29.2.7 There is a segregation of duties between the bid evaluation and adjudication committees – resolutions and recommendations are taken independently.

8.2.29.2.8 In the event of a difference between the bid committees' recommendations regarding the preferred bidder, the accounting officer shall make the final award.

- 8.2.29.2.9 Supply chain practitioners shall perform the secretarial duties of the bid evaluation and bid adjudication committees.

8.2.30 Bid Documents with special prerequisites

In the event that the estimated life-cycle cost exceeds three million (R3 000 000), the sub-directorate: supply chain management shall ensure that bid documents meet at least the following prerequisites:

- ✓ Bidders will be required to submit annual financial statements for the preceding three (3) financial years. Purpose: to be certain that a sustainable service will be rendered.
- In the event of a newly established enterprise, bank statements since the enterprise's inception will be required. The bank statements shall be originally certified by the enterprise's banker. Original certification date may not be older than one (1) calendar month.

8.2.31 Services by tertiary institutions and public entities

Based on thorough analysis of the market, institutions may invite bids for services that can only be provided by tertiary institutions through a bidding process from the identified tertiary institutions.

Where the required services can be provided by tertiary institutions, public entities and enterprise from the private sector, competitive bids shall be invited.

8.2.32 Submission, receipt and opening of bids

The following conditions shall apply:

- 8.2.32.1 Bids must be deposited in the bid box before or at closing time i.e. 11:00 on relevant closing date at the entrance to building on the corner of Lennox and Sidney Streets, central business district (CBD), Kimberley.
- 8.2.32.2 Bidders shall deposit their bids into the bid box in a sealed envelope with the bid number and bid description on the envelope.
- 8.2.32.3 On the bid closing date, before bid closing time at 11:00, supply chain management is to contact registry in order to ascertain whether bids were received by registry *via* registered mail or courier services.
- 8.2.32.4 Registry deposits bid documents received *via* registered mail or courier services in the bid box. Envelopes too bulky to deposit in the bid box are put in the postal bag and handed over to supply chain management practitioners. The latter takes the postal bag to the reception desk next to the bid box – thereby ensuring that these bids are at hand when the bid box is opened.
- 8.2.32.5 Three (3) SCM practitioners shall be present at the opening of the bid box:
- ✓ Before the bid box is opened, one SCM practitioner shall call the Post Office to verify the exact closing time (11:00).
 - ✓ One other practitioner shall open the bid box at exactly 11:00 and remove all bids from the box.
 - ✓ The third practitioner shall stand in front of the bid box from exactly 11:00 so as to prevent depositing of late bids whilst the bid box is being opened.

- ✓ Once all bids have been removed, the box is locked again.

- 8.2.32.6 Envelopes containing bid documents are opened in the presence of the public at the reception desk (address as per sub-paragraph 8.2.32.1).
- 8.2.32.7 Names of all bidders whose bids were received in time are read out to the public.
- 8.2.32.8 In the case of bids received in time for construction related works, prices are read out as per the Construction Industry Development Board's (CIDB) requirements.
- 8.2.32.9 Bidders who arrived after 11:00 accompany a SCM practitioner to an office where the names and contact details of bidders are recorded. Envelopes containing bid documents are left opened.
- 8.2.32.10 At the same time, after having read out the names of bidders that submitted bid documents in time, bid documents are put in a safe carry bag and taken to an office.
- 8.2.32.11 Each page of every bid document is stamped with an official departmental date stamp.
- 8.2.32.12 Names and addresses of bidders that submitted their bids in time are recorded on an internal memo and addressed to the manager: supply chain management. The validity of bids (90 work days from closing date), as well as the expiry date are also indicated on the memo.
- 8.2.32.13 Memo is filed on the relevant bid file, which is submitted to said manager.
- 8.2.32.14 Memo referred to in sub-paragraph 8.2.32.12 may be availed to other bidders upon written their request as a means of promoting transparency during the bid process.

8.2.33 Late Bids

As per practice note 38/2007/2008 issued by Northern Cape provincial treasury the following conditions and procedures shall apply to late bids:

- 8.2.33.1 The closing time and date of a bid are indicated in the published invitation to bid, as well as on NCP 1 of the bid documents.
- 8.2.33.2 It is the bidder's responsibility to ensure that the relevant bid is deposited in the correct bid box before or on closing time at 11:00 on the relevant date. Various methods of delivery or depositing may be used e.g. registered mail or courier services.

8.2.34 Opening of Late Bids

Upon written approval by the accounting officer late bids may be opened under the following circumstances (*practice note 38/2007/2008 issued by Northern Cape provincial treasury has reference*):

- 8.2.34.1 If none of the bids received in time are responsive.
- 8.2.34.2 When only one (1) responsive bid was received and after cost analysis it transpires that:
 - ✓ The price offer is not cost-effective or market related i.e. either too high or too low or exceeds the budget allocation.
 - The price increase compared with the prices offered for similar goods or services in previous financial years are too steep and not aligned with the budget allocation.

8.2.35 Adjudication of bids scoring equal points (refer to NCP 6.1 [7/12/11] paragraph 3)

- 8.2.35.1 In the event that two or more bids score equal total points, the successful bid must be the one that scored the highest points for BB-BEE.
- 8.2.35.2 If two or more bids have equal points, including equal preference points for BB-BEE, the successful bid must be the one scoring the highest score for functionality - if functionality is part of the evaluation process.
- 8.2.35.3 In the event that two or more bids are equal in all respects, the award must be decided by the drawing of lots.
- 8.2.35.4 For competitive bidding the accounting officer shall delegate the powers to the bid evaluation committee. The process and outcome shall be reflected in the minutes. A memo shall also be attached to the bid submission so that the bid adjudication committee and the accounting officer are in the know of the outcome of the drawing of lots.
- 8.2.35.5 For price quotations three (3) SCM practitioners shall be present when lots are drawn. Outcome of the drawing of lots shall be recorded and attached to the payment batch for record and audit purposes.

8.2.36 Price Negotiations

- 8.2.36.1 Negotiations are entered into when the preferred bidder's price offer is too high i.e. not market related or aligned with budget allocation.
- 8.2.36.2 Upon written approval from the accounting officer to negotiate the offer, manager: supply chain management, assisted by the chief financial officer, may enter into negotiations with a preferred bidder.
- 8.2.36.3 Records of negotiations are kept on the particular bid file for future reference, verification and audit purposes.

8.2.37 Awarding of contracts

A contract must be awarded to the bidder whose offer is compliant with specifications and scored the highest total number of points in terms of the preference point systems - rounded off to the nearest 2 decimal points.

In exceptional circumstances a contract may, on reasonable and justifiable grounds, be awarded to a bidder that did not score the highest number of points. The reasons for such a decision must be approved and recorded for audit purposes and must be defensible in a court of law.

8.2.38 Cancellation and re-invitation of bids

- 8.2.38.1 In the application of the 80/20 preference point system, if **all** bids received exceed R1 million the bid must be cancelled. If one or more of the acceptable bid (s) received are within the R1 million threshold, all bids received must be evaluated on the 80/20 preference point system.
- 8.2.38.2 In the application of the 90/10 preference point system, if **all** bids received are equal or below R1 million, the bid must be cancelled. If one or more of the acceptable bid (s) received are above the R1 million threshold, all bids received must be evaluated on the 90/10 preference point system.
- 8.2.38.3 If a bid was cancelled as indicated above, the correct preference point system must be stipulated in the bid documents of the re-invited bid.
- 8.2.38.4 An Accounting Officer (AO) or Accounting Authority (AA) may, prior to the award of a bid, cancel the bid if

- Due to changed circumstances, there is no longer a need for the services, works or goods requested. [AOs/ AAs must ensure that only goods, services or works that are required to fulfil the needs of the institution are procured].
- Funds are no longer available to cover the total estimated expenditure. [AOs/ AAs must ensure that the budgetary provisions exist prior to inviting bids].
- No acceptable bids are received. [If all bids received are rejected, the institution must review the special conditions/terms of reference applicable to the bid, scope of the contract, or a combination of these, before inviting fresh bids].

8.2.39 Debriefing of unsuccessful bidders

After notification of award, unsuccessful bidders may request a meeting to discuss reasons why their bid was non-responsive or reasons for not being the preferred.

8.2.40 Unsolicited Bids

The accounting officer may consider an unsolicited proposal if it sets out the following information in terms of the product or service offered (sub-paragraph 2.3 of National Treasury Practice Note 11 of 2008/2009):

8.2.40.1 The objectives, approach and scope of the proposed product or service.

8.2.40.2 Describe the innovativeness of product or service and provide supporting evidence to that effect.

8.2.40.3 Set out the anticipated benefits and cost savings by means of a detailed cost estimate that will allow the Department to assess the cost implications of the proposed product or service.

8.2.40.4 A statement indicating how the proposed product or service will enhance the Department's strategic plan and other objectives.

8.2.40.5 Since the Department will require sufficient time to perform a situational analysis and probably a survey as well, in order to take an informed decision, the proposal should be valid for at least six (6) months.

8.3 LOGISTICS MANAGEMENT

The accounting officer shall establish an effective system for logistics management in accordance with National- and Northern Cape provincial treasury's prescripts in order to provide for:

8.3.1 Issuing of orders on the Logis system.

8.3.2 Receiving and distribution of goods to cost centres.

8.3.3 Ensure that goods & services comply with quality and quantity requirements as per specifications.

8.3.4 Process payments within 30 days of receipt of the correct and original invoices.

8.3.5 Submit payments to Financial Accounting for effecting of payment as per departmental service improvement standards, which are determined at five (5) days.

8.3.6 Keep record of payments submitted to Financial Accounting on a particular date.

- 8.3.5 Submit payments to Financial Accounting for effecting of payment as per departmental service improvement standards, which are determined at five (5) days.
- 8.3.6 Keep record of payments submitted to Financial Accounting on a particular date.

As of 01 April 2014 the department shall only be using the Logistical Information Management System (Logis) for the issuing of orders, preparing of payments and management of logistical processes.

8.4 DISPOSAL MANAGEMENT

The accounting officer shall establish an effective system for disposal management in accordance with National- and Northern Cape Provincial Treasury's prescripts.

A disposal committee comprising representatives of each of the programmes shall with the manager: supply chain management shall be appointed by the accounting officer for a period of two (2) years at a time.

The department does not keep stores or warehouses and therefore do not dispose of consumables or inventory.

Disposal of redundant or obsolete moveable assets shall be tabled to the disposal committee for ratification.

Department shall dispose of redundant or obsolete moveable assets using the following methods:

- 8.4.1 Donate redundant moveable assets – office furniture and information technological equipment - to non-governmental organisations (NGO's), non-profit organisations (NPO's).
- 8.4.2 Obsolete assets - office furniture and information technological equipment – uneconomical to repair or irreparable - shall be disposed of at public auctions.
- 8.4.3 Redundant or obsolete vehicles shall be disposed of at a public auction.
- 8.4.4 Sale and letting of assets

The Preferential Procurement Regulations, 2011 is not applicable to the sale and letting of assets.

In instances where assets are sold or leased through a competitive bidding process, the bid must be awarded to the highest bidder.

8.5 RISK MANAGEMENT

Risk management is aimed at identification, rating and eliminating of risks in the supply chain management (SCM) system.

Risks related to SCM shall be an integral part of the department's risk management strategy and shall *inter alia* include:

- 8.5.1 Identification of risks on a case-by-case basis.
- 8.5.2 Rating of risks by considering the likelihood and impact of risks.
- 8.5.3 Decision regarding acceptance of cost of risk *versus* cost of transferring the risk in instances where costs related to transferring of risk will be higher than retaining the cost.
- 8.5.4 Assign pro-active risk management to the manager: supply chain management (SCM) with a clear understanding that all SCM practitioners have to manage risks pro-actively.

8.5.5 Combating abuse of the supply chain management system

The accounting officer shall take all reasonable steps to combat abuse of the supply chain management system by:

- 8.5.5.1 Maintaining a register of complaints and or allegations of abuse in the supply chain management system (*National Treasury SCM Instruction Note 3 of 2016/17*).
- 8.5.5.2 Investigate any allegations against an official or other role player regarding corruption, favouritism, unfair or irregular practices, and improper conduct or failure to comply with supply chain management procedures. When such allegations appear to be justified, the accounting officer shall:
 - 8.5.5.2.1 Institute disciplinary action against the official or other role player e.g. bid committee member.
 - 8.5.5.2.2 Inform the Northern Cape provincial treasury (NCPT) accordingly.
 - 8.5.5.2.3 Report any alleged criminal conduct to the South African Police Service.
- 8.5.5.3 Reject bids received without a valid, original tax clearance certificate – Tender.
- 8.5.5.4 Reject bids if document NCP 4 – declaration of interest - is not completed or duly signed.
- 8.5.5.5 Reject bids if document NCP 6.1A or NCP 6.1B – is not completed, duly signed and witnessed.
- 8.5.5.6 Reject bids if document NCP 8 that deals with bidders' past supply chain management practices is not completed or duly signed.
- 8.5.5.7 Reject bids if document NCP 9 that deals with independent bid determination is not completed or duly signed.
- 8.5.5.8 Not award bids to enterprises that received written notices from any organ of state in the foregoing five (5) years regarding failure to perform satisfactorily.
- 8.5.5.9 Not award bids to enterprises whose shareholders have committed a corrupt or fraudulent act before or during the bidding process.
- 8.5.5.10 Not award bids to enterprises whose shareholders have been found guilty by a South African court of law for having had committed a corrupt or fraudulent act during the foregoing five (5) years.
- 8.5.5.11 Not award bids in instances where corrupt or fraudulent acts by an official or other role player during the bidding process transpires.
- 8.5.5.12 Cancel contracts in instances where corrupt or fraudulent acts by an official or other role player before or during the bidding process transpires after the contract has been awarded.

8.6 CONTRACT MANAGEMENT / SUPPLIER PERFORMANCE

An effective monitoring system shall be established in order to determine whether preferred bidders, suppliers and service providers honour delivery times, quantity and quality as per the special- and general conditions of contract, as well as procedures set out in service level agreements.

Goods and services are acquired in order to attain departmental strategic goals and objectives.

8.6.1 Aspects of suppliers' performance to be monitored

- 8.6.1.1 Compliance with norms and standards as per orders, special- and general conditions of contract, as well as service level agreements.
- 8.6.1.2 Payment of service provider / supplier's correct, original invoice within 30 days of receipt of invoice.
- 8.6.1.3 Performance of preferred bidders, suppliers and service providers.
- 8.6.1.4 Cost-effectiveness of the acquisition process.

8.6.3 Sub-contracting

A bidder may not be awarded the points claimed for BB-BEE status level of contribution if it is indicated in the bid documents that such a bidder intends sub-contracting more than 25% of the contract value to any other enterprise that does not qualify for at least the same number of points that the bidder qualifies for, unless the intended sub-contractor is an emerging enterprise (EME) that has the capacity and ability to execute the sub-contract.

In relation to a designated sector, a contractor may not be allowed to sub-contract in such a manner that the local production and content of the overall value of the contract is reduced to below the stipulated minimum threshold.

9 SYSTEM FOR DEALING WITH GRIEVANCES DUE TO NON-COMPLIANCE

9.1 Definitions

The words and expressions set out below should have the meanings assigned to them, unless the context indicates a different intention-

"ACT" means the Public Finance Management Act, (PFMA) 1999 (Act No. 1 of 1999)

"Aggrieved party" means any potential bidder whose interests is injuriously affected and can demonstrate direct loss as a result of the relevant institution's non-compliance with Supply Chain Management norms and standards.

"Business days" means Monday through to Friday, excluding weekends and public holidays.

"GRC" means the Grievance Review Committee, appointed by the relevant Treasury's Accounting Officer.

"Grievance" means a dissatisfaction regarding non-compliance with the prescribed Supply Chain Management process

"Head of Treasury" means the Minister of Finance in the case of National Government and the MEC of Finance: Northern Cape Provincial Government.

"Institution" means a department, constitutional institution or public entity listed in Schedule 3A and 3C of the PFMA.

"Mechanism" means a system for dealing with grievances arising from Non-Compliance to Supply Chain Management prescribed norms and standards

"Norms and standards" means all Supply Chain Management (SCM) prescripts, practice notes, circulars and directives issued by National Treasury

"Northern Cape Provincial Treasury" means the Northern Cape Provincial Treasury established in terms of the PFMA

"Resolve" means to settle a grievance by a party in accordance with the grievance mechanism.

[NOTE: It doesn't necessarily mean the settlement will be favourable to the aggrieved party.]

9.2 Application

This mechanism applies to all:

- 9.2.1 Provincial departments;
- 9.2.2 Constitutional institutions; and
- 9.2.3 Public Entities listed in Schedules 3A and 3C to the Act.

For grievances arising from non-compliance with prescribed supply chain management processes by the department, bidders, suppliers or service providers, the following procedures are applicable:

9.3 Lodging Grievances

The following shall constitute, amongst others, the basis for filing grievances in relation to non-compliance with supply chain management processes and procedures:

- 9.3.1 An aggrieved party who considers the specification and solicitation of expression of interest through price quotations or bidding process is in breach of the prescribed supply chain management process.
- 9.3.2 The advertisements of bids and the expression of interest by bidders as per bid document NCP 4 or by bid committee members before bid committee meetings were not made in accordance with prescribed minimum norms and standards.
- 9.3.3 A contract was not awarded in accordance with the prescribed minimum norms and standards.
- 9.3.4 The department has not acted in accordance with the terms and conditions agreed upon in the existing contract.
- 9.3.5 The disposal of redundant or obsolete goods was not compliant with prescribed minimum norms.
- 9.3.6 A public official has not acted in accordance with the code of conduct for supply chain management practitioners.

9.4 Grievance Format

The standard format for filing of a grievance should be in writing and should at least contain the following information:

- 9.4.1 The identity of the aggrieved party filing the complaint.
- 9.4.2 Bid number and description of bid or contract concerned.
- 9.4.3 Name of department that awarded the contract.
- 9.4.4 A clear and detailed statement of reasons for the grievance and nature of interest in the bid.
- 9.4.5 Circumstances surrounding the grievance.
- 9.4.6 The aggrieved party shall also submit all information and documents applicable to the grievance.
- 9.4.7 The address, telephone and facsimile numbers and contact person to which all the correspondence regarding the grievance must be send.
- 9.4.8 The duly dated and signed grievance may be submitted by registered mail, by courier, or delivered by hand.

9.5 Northern Cape Provincial Treasury's Grievance Review Committee

The Northern Cape provincial treasury's grievance review committee shall:

- 9.5.1 Comprise a cross-functional team of public officials with legal, financial and supply chain management expertise at senior management level.
- 9.5.2 The Head of the Northern Cape Provincial Treasury or his/her delegate shall appoint at least five (5) members to the grievance review committee.
- 9.5.3 The members of the grievance review committee may not be members of any departmental bid committees.
- 9.5.4 The Head of the Northern Cape provincial treasury or delegate shall appoint the chairperson and deputy chairperson from the members of the grievance review committee.
- 9.5.5 The members of the grievance review committee shall be appointed in writing for a minimum period of two (2) years, but not exceeding three (3) years.
- 9.5.6 The grievance review committee shall be established within the supply chain management compliance structure in the Northern Cape provincial treasury.
- 9.5.7 The chairperson of the grievance review committee may co-opt advisors from within or outside the Public Service if and when deemed necessary.
 - 9.5.7.1 Advisors

Co-opted advisors may not be involved in decision-making processes of the grievance review committee.

 - 9.5.7.1.1 Co-opted advisors who are not public servants may be remunerated at the rate prescribed by the Minister of Public Service Administration in consultation with the Northern Cape Member of the Executive Council (MEC) for Finance.
 - 9.5.7.1.2 Co-opted advisors must declare any potential conflict of interest, *inter alia*:
 - As an interested or affected party to the grievance.
 - Advice given to the aggrieved party regarding the grievance tabled.
 - 9.5.7.2 Powers of the Northern Cape Provincial Treasury's Grievance Review Committee

The Northern Cape Provincial Treasury's Grievance Review Committee may recommend the following remedies:

 - 9.5.7.2.1 Source a fresh invitation to bid.
 - 9.5.7.2.2 Re-evaluation and re-adjudication of a bid.
 - 9.5.7.2.3 Termination of a contract.
 - 9.5.7.2.4 Re-award the contract to the aggrieved party.
 - 9.5.7.2.5 If a grievance is submitted prior to awarding of a contract, the grievance review committee may postpone the award until the grievance has been resolved.
 - 9.5.7.2.6 Should delaying the award of a contract be contrary to public interest, the grievance review should continue without delaying award of the contract.
- 9.5.8 Should the accounting officer of a department deviate from the recommendations of the Northern Cape provincial treasury's grievance review committee's recommendations, the deviation shall be reported to the Auditor-General.

- 9.5.9 Should the aggrieved party approach a South African Court of Law to preside over the matter, the grievance review committee shall immediately terminate the review process.

9.6 Grievance Resolution Process

The following process shall be followed in the event of a grievance arising from non-compliance with supply chain management process in the department:

9.6.1 Grievance Review Process

- 9.6.1.1 Grievances shall be submitted to the directorate: supply chain management Northern Cape provincial treasury for the director's attention.
- 9.6.1.2 The aggrieved party may lodge the grievance in writing on its letterhead or use of the grievance form.
- 9.6.1.3 The aggrieved party shall avail supporting information and documents related to the grievance.
- 9.6.1.4 Upon receipt of the grievance, the directorate: supply chain management Northern Cape provincial treasury shall acknowledge receipt of the grievance and allocate a file number.
- 9.6.1.5 The directorate: supply chain management Northern Cape provincial treasury shall assess the grievance within five (5) business days after receipt with a view to determine the merit of the grievance.
- 9.6.1.6 If it is determined that the grievance is trivial, frivolous, and vexatious or without merit, the Northern Cape provincial treasury's directorate: supply chain management may dismiss the grievance and notify the aggrieved party in writing of the finding and rationale.
- 9.6.1.7 Should the Northern Cape provincial treasury's directorate: supply chain management decide to review the grievance, it shall notify the department's accounting officer of the grievance review.
- 9.6.1.8 Upon receipt of the notification the accounting officer shall submit a statement that fully responds to all issues mentioned in the grievance within five (5) business days.
- 9.6.1.9 If deemed necessary, the Northern Cape provincial treasury's directorate: supply chain management may obtain legal or technical guidance to assist the grievance review committee to reach a conclusion and make recommendations.
- 9.6.1.10 Directorate: supply chain management Northern Cape provincial treasury conducts its review and recommends remedial action to the department's accounting officer.
- 9.6.1.11 Directorate: supply chain management of the Northern Cape provincial treasury informs of the aggrieved party of the accounting officer's response.

9.7 Grievance Recourse

Nothing contained herein shall exclude the aggrieved parties from applying to a South African Court of Law for urgent relief.

9.8 Time frames for lodging and reviewing grievances

The process of resolving grievances may delay the acquisition or delivery of goods and services required. Therefore the following time frames shall apply:

9.8.1 Lodging of a pre-award grievance:

The aggrieved party is to lodge a grievance within ten (10) business days after he/she became aware of the apparent non-compliance with supply chain management processes. However, the grievance must be lodged during the validity period of the particular bid.

9.8.2 Lodging of a post-award grievance:

The aggrieved party shall lodge a grievance within ten (10) business days after he/she became aware of the apparent non-compliance with supply chain management processes - preferably before commencement of the contract.

9.8.3 Grievance review:

As far as possible the grievance review committee shall finalise the review process within ten (10) business days.

9.8.4 Extension of time frames:

The directorate: supply chain management of the Northern Cape provincial treasury may extend any of the above mentioned, should exceptional circumstances prevail or more time is required to reach a fair conclusion. None of the extended time frames may exceed thirty (30) business days.

9.9 Withdrawal of a grievance

Should the parties resolve the grievance at any time during the process or an aggrieved party decides not to pursue the grievance any further, the grievance shall be withdrawn.

9.10 Dismissal of a grievance

The grievance may be dismissed if the grievance review committee concluded that:

9.10.1 The grievance is invalid.

9.10.2 The grievance is not lodged within the stipulated time frames as per sub-paragraph 9.8.

9.10.3 The aggrieved party failed to substantiate the alleged non-compliance with supporting evidence.

SUPPLY CHAIN MANAGEMENT UNIT**(Generic Organogram to be implemented)****HEAD SUPPLY CHAIN MANAGEMENT**

DEMAND MANAGEMENT	ACQUISITION MANAGEMENT	LOGISTICS MANAGEMENT	ASSET MANAGEMENT	PERFORMANCE MANAGEMENT
Market + Needs analysis Co-ordinating role Strategic plan Budget/s Database Specifications TOR	Invitation Administration Evaluation Adjudication Contract management Reporting	Inventory Management Distribution Management Transaction Management Cost Centre Managers Inventory Management Levels Requisition Management	Appointment: Role players Record keeping Stock-taking Discrepancy management Investigation Disposal	Risk Management Combating corruption Performance monitoring Reporting Balance score card Strategic plan SCM budget Annual Financial Statement Stock-taking Report

DEPARTMENTAL MONTHLY REPORTING MATRIX

TYPE OF REPORT	TIMEFRAME	FORMAT
Statistical report per template (procurements exceeding R100 000 per case) all taxes included	15 th of following month	Template
Report on negotiations with bidders	15 th of following month	Summary
Bid Committee meeting minutes	15 th of following month	Template
Monthly report on abuse of SCM system – officials or suppliers	15 th of following month	Summary
Deviation from acquisition processes in urgent and emergency situations	Quarterly report	Summary
Unsolicited bids	Per case request for inputs from Provincial SCM and reports thereafter	Summary
Abuse of SCM system	Per case	Summary
SCM Code of Conduct	Once off and when staff or committee members change or are co-opted	Copies of signed codes of conduct and declarations of all SCM Practitioners and Committee members (Annexure B)
Sponsorships	Per case	Summary
Training of the SCM Practitioners	Annually	Provincial SCM Policy Paragraph 4 (4.1) (f)
NOTE: ALL REPORTS MUST BE FORWARDED EVEN IF IT IS A NIL REPORT		

CODE OF CONDUCT FOR SUPPLY CHAIN MANAGEMENT PRACTITIONERS

AND

OTHER ROLE PLAYERS

In accordance with the Framework for Supply Chain Management (Section 76(4) (c) of the PFMA) that was promulgated in Government Gazette Number 25767 on 05 December 2003 as Treasury Regulations, National Treasury is required to issue a Code of Conduct for Supply Chain Management Practitioners that should be adhered to by all officials and other role players involved in supply chain management.

1. GENERAL PRINCIPLES

- 1.1 The Government of South Africa commits itself to a policy of fair dealing and integrity in the conducting of its business. The position of a supply chain management (SCM) practitioner is, therefore, a position of trust, implying a duty to act in the public interest. Practitioners should not perform their duties to unlawfully gain any form of compensation, payment or gratuities from any person, or supplier/contractor for themselves, their family or their friends.
- 1.2 Practitioners should ensure that they perform their duties efficiently, effectively and with integrity, in accordance with the relevant legislation and regulations including the Public Service Regulations issued by the Department of Public Service and Administration, National Treasury Regulations and Practice Notes and directives issued by accounting officers/authorities. They should ensure that public resources are administered responsibly.
- 1.3 Practitioners 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.
- 1.4 Practitioners should comply with the Code of Conduct for the Public Service as contained in Chapter 2 of the Public Service Regulations, 2001 especially items C4.5 to C4.12 and C5.3 to C5.4 thereof.

2. CONFLICT OF INTEREST

- 2.1 SCM practitioners, to the extent required by their position, should declare any business, commercial and financial interests or activities undertaken for financial gain that may raise a possible conflict of interest.
- 2.2 They should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- 2.3 Practitioners should not take improper advantage of their previous office after leaving their official position.

3. ACCOUNTABILITY

- 3.1 Practitioners are accountable for their decisions and actions to the public.
- 3.2 Practitioners should use public property scrupulously.
- 3.3 Only accounting officers/authorities or their delegates have the authority to commit the government to any transaction for the procurement of goods and/or services.
- 3.4 All transactions conducted by a practitioner should be recorded and accounted for in an appropriate accounting system. Practitioners should not make any false or misleading entries into such a system for any reason whatsoever.

4. OPENNESS

Practitioners shall 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

5.1 Any information that is the property of the government or its suppliers 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 or contractor's personal rights.

5.2 Matters of confidential nature in the possession of supply chain practitioners should be kept confidential unless legislation, the performance of duty or the provisions of law requires otherwise. Such restrictions should also apply after separation from service.

6. BID EVALUATION / ADJUDICATION COMMITTEES

6.1 Bid evaluation/adjudication committees should regulate supply chain management on behalf of the institution in an honest, fair, impartial, transparent, cost-effective and accountable manner in accordance with the accounting officer's/authority's directives/delegated powers.

6.2 The evaluation/adjudication committees may be authorized to deal with all supply chain management matters and finalise bids/price quotations in accordance with the directives/delegated powers of the accounting officer/authority.

6.3 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.

6.4 All members of bid adjudication committees should be cleared at the level of "CONFIDENTIAL" and should be required to declare their financial interest annually.

6.5 No person/practitioner shall:

6.5.1 Interfere with the supply chain management system on an institution; or

6.5.2 Amend or tamper with any bid after its submission.

7. COMBATIVE PRACTICES

7.1 Combative practices are unethical and illegal and should be avoided at all cost. They include but are not limited to:

7.1.1 Suggestions to fictitious lower quotations;

7.1.2 Reference to non-existent competition;

7.1.3 Exploiting errors in bids;

7.1.4 Soliciting bids from bidders whose names appear on the list of restricted bidders/suppliers/persons.

Print Name & Surname

Signature

Date: 201____/____/____

NOTE: Please initial each page - signing of the code of conduct is a legally binding

FINANCIAL DISCLOSURE FORM

Annexure 2

I, the undersigned (surname and full names): _____

Postal address: _____

Residential address: _____

Name of Department: _____

Designation: _____

Official Landline: _____ Mobile Nr.: _____

Hereby certify that the following information is complete and correct to the best of my knowledge:

1 Shares and other financial interests

Number of shares & Extent of financial interests	Nature	Nominal Value	Name of Company / Entity

2 Directorships and partnerships

Name of directorate or partnership	Type of Business	Amount of Remuneration

3 Remunerated work outside the Public Service (must be sanctioned by official's Executive Authority [MEC])

Name of Employer	Type of Work	Amount of Remuneration

4 Consultancies

Name of Client	Nature	Type of business activity	Rand Value of benefits received

5 Sponsorships

Source of Sponsorship	Description of sponsorship	Rand Value of Sponsorship

6 Gifts and hospitality from a source other than a family member

Description	Rand Value	Source

7 Land and property

Description	Extent	Physical Address	Rand Value

Signature of Official

Date: 201____/____/____

Place

Initials and surname of Executive Authority [MEC]: _____

Portfolio: _____

Signature of Executive Authority: _____ Date: 201____/____/____

DECLARATION OF INTEREST**NCP 4**

1. Any legal person, including persons employed by the state¹, or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid (includes an advertised competitive bid, a limited bid, a proposal or written price quotation). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where-

- the bidder is employed by the state; and/or
- the legal person on whose behalf the bidding document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid.

2. **In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.**

- 2.1 Full Name of bidder or his or her representative:
- 2.2 Identity Number:.....
- 2.3 Position occupied in the company (e.g. director, trustee, shareholder², member)
.....
- 2.4 Registration number of company, enterprise, close corporation, partnership agreement or trust:
.....
- 2.5 Tax Reference Number:
- 2.6 VAT Registration Number:

2.6.1 The names of all directors / trustees / shareholders / members, their individual identity numbers, tax reference numbers and, if applicable, employee / PERSAL numbers must be indicated in paragraph 3 below.

¹"State" means:

- (a) 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);
- (b) any municipality or municipal entity;
- (c) provincial legislature;
- (d) national Assembly or the national Council of provinces; or
- (e) Parliament.

²"Shareholder" means:

a person who owns shares in the company and is actively involved in the management of the enterprise or business and exercises control over the enterprise.

2.7 Are you or any person connected with the bidder presently employed by the state? YES or NO

2.7.1 If so, furnish the following particulars:

Name of person / director / trustee / shareholder/ member:

Name of state institution at which you or the person connected to the bidder is employed:
.....

Position occupied in the state institution:

Any other particulars:

2.7.2 If you are presently employed by the state, did you obtain the appropriate authority to undertake remunerative work outside employment in the public sector? YES or NO

If yes, did you attach proof of such authority to the bid document? YES or NO

2.7.2.1 **(Note: Failure to submit proof of such authority, if applicable, shall result in the disqualification of the bid.**

2.7.2.2 If no, furnish reasons for non-submission of such proof (to undertake remunerative work outside employment in the public sector):

.....
.....

2.8 Did you or your spouse, or any of the company's directors / trustees / shareholders / members or their spouses conduct business with the state in the previous twelve months? YES or NO

2.8.1 If so, furnish particulars:

.....
.....

2.9 Do you, or any person connected with the bidder, have any relationship (family, friend, other) with a person employed by the state and who may be involved with the evaluation and or adjudication of this bid? YES or NO

2.9.1 If so, furnish particulars.

.....

2.10 Are you, or any person connected with the bidder, aware of any relationship (family, friend, other) between any other bidder and any person employed by the state who may be involved with the evaluation and or adjudication of this bid? YES or NO

2.10.1 If so, furnish particulars:

.....

2.11 Do you or any of the directors / trustees / shareholders / members of the company have any interest in any other related companies whether or not they are bidding for this contract? YES or NO

2.11.1 If so, furnish particulars:

.....

3 Full details of directors / trustees / members / shareholders.

Full Name	Identity Number	Personal Income Tax Reference Number	State Employee Number / Persal Number

4 DECLARATION

I, THE UNDERSIGNED (NAME & SURNAME).....

CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
 Signature of duly authorised representative
 responsible for completion of bid documents

.....
 Date

.....
 Position / Designation in bidding company

.....
 Name of bidder (Company)

BIDDERS' PAST SUPPLY CHAIN MANAGEMENT PRACTICES**NCP 8**

- 1 This Standard Bidding Document must form part of all bids invited.
- 2 It serves as a declaration to be used by institutions in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system.
- 3 The bid of any bidder may be disregarded if that bidder, or any of its directors have-
- abused the institution's supply chain management system;
 - committed fraud or any other improper conduct in relation to such system; or
 - failed to perform on any previous contract.
- 4 In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

Item	Question	Yes	No
4.1	Is the bidder or any of its directors listed on the National Treasury's database as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this database were informed in writing of this restriction by the National Treasury after the <i>audi alteram partem</i> rule was applied).	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.1.1	If so, furnish particulars:		
4.2	Is the bidder or any of its directors listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)? To access this Register enter the National Treasury's website, www.treasury.gov.za, click on the icon "Register for Tender Defaulters" or submit your written request for a hard copy of the Register to facsimile number (012) 3265445.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.2.1	If so, furnish particulars:		
4.3	Was the bidder or any of its directors convicted by a court of law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years?	Yes <input type="checkbox"/>	No <input type="checkbox"/>

4.3.1	If so, furnish particulars:		
4.4	Was any contract between the bidder and any organ of state terminated during the past five years on account of failure to perform on or comply with the contract?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.4.1	If so, furnish particulars:		

CERTIFICATION

I, THE UNDERSIGNED (FULL NAME).....

CERTIFY THAT THE INFORMATION FURNISHED ON THIS DECLARATION FORM IS TRUE AND CORRECT.

I ACCEPT THAT, IN ADDITION TO CANCELLATION OF A CONTRACT, ACTION MAY BE TAKEN AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
Signature

.....
Date

.....
Position / Designation

.....
Name & Surname of Bidder

CERTIFICATE OF INDEPENDENT PRICE QUOTATION DETERMINATION (NCP 9)

Annexure 5

- 1 This standard price quotation document (NCP 9) must form part of all price quotations¹ invited.
- 2 Section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, prohibits an agreement between, or concerted practice by, firms, or a decision by an association of firms, if it is between parties in a horizontal relationship and if it involves collusive price quotation (or price quotation rigging).² Collusive price quotation is a *per se* prohibition meaning that it cannot be justified under any grounds.
- 3 Treasury Regulation 16A9 prescribes that accounting officers and accounting authorities must take all reasonable steps to prevent abuse of the supply chain management system and authorizes accounting officers and accounting authorities to:
 - 3.1 disregard the price quotation of any suppliers / service provider if that price quotation or any of its directors have abused the institution's supply chain management system and or committed fraud or any other improper conduct in relation to such system.
 - 3.2 cancel a contract awarded to a supplier of goods and services if the supplier committed any corrupt or fraudulent act during the process of sourcing price quotations or the execution of that contract.
- 4 This NCP 9 serves as a certificate of declaration that would be used by institutions to ensure that, when price quotations are considered, reasonable steps are taken to prevent any form of price quotation-rigging.
- 5 In order to give effect to the above, the Certificate of Price quotation Determination (NCP 9) must be completed and submitted with the price quotation:

¹ Includes price quotations, advertised competitive bids, limited price quotations and proposals.

² Price quotation and / or bid rigging (or collusive price quotation) occurs when businesses, that would otherwise be expected to compete, secretly conspire to raise prices or lower the quality of goods and / or services for purchasers who wish to acquire goods and / or services through a price quotation process. Price quotation and bid rigging is, therefore, an agreement between competitors not to compete.

I, the undersigned, in submitting the accompanying price quotation:

(Description of goods/services required by Department Transport Safety and Liaison)

in response to the sourcing of the price quotation made by: **Department Transport Safety and Liaison – Northern Cape Provincial Government**

do hereby make the following statements that I certify to be true and complete in every respect:

I certify, on behalf of: _____ that:

(Name of Company submitting the price quotation)

1. I have read and I understand the contents of this Certificate;
2. I understand that the accompanying price quotation will be disqualified if this Certificate is found not to be true and complete in every respect;
3. I am authorized by the price quotation to sign this Certificate, and to submit the accompanying price quotation, on behalf of the price quotation;
4. Each person whose signature appears on the accompanying price quotation has been authorized by the price quotation to determine the terms of, and to sign the price quotation, on behalf of the price quotation;
5. For the purposes of this Certificate and the accompanying price quotation, I understand that the word "competitor" shall include any individual or organization, other than the price quotation, whether or not affiliated with the price quotation, who:
 - 5.1 has been requested to submit a price quotation in response to this price quotation invitation;
 - 5.2 could potentially submit a price quotation in response to this price quotation invitation, based on their qualifications, abilities or experience; and
 - 5.3 provides the same goods and services as the price quotation and/or is in the same line of business as the price quotation.
6. The price quotation has arrived at the accompanying price quotation independently from, and without consultation, communication, agreement or arrangement with any competitor. However communication between partners in a joint venture or consortium³ will not be construed as collusive price quotation.
7. In particular, without limiting the generality of paragraph 6 above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
 - 7.1 prices;
 - 7.2 geographical area where product or service will be rendered (market allocation);
 - 7.3 methods, factors or formulas used to calculate prices;
 - 7.4 the intention or decision to submit or not to submit, a price quotation;
 - 7.5 the submission of a price quotation which does not meet the specifications and conditions of the price quotation;or

7.6 price quotation with the intention not to win the price quotation.

8. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the goods or services to which this price quotation relates.
9. The terms of the accompanying price quotation have not been, and will not be, disclosed by the price quotation, directly or indirectly, to any competitor, prior to the date and time of the official price quotation opening or of the awarding of the contract.

³ **Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.**

10. I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to price quotations and contracts, price quotations that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

.....

Signature

.....

Date

.....

Print Name & Surname

.....

Position / Designation

.....

Name of Company submitting the price quotation

BID EVALUATION & ADJUDICATION COMMITTEE MEMBER

DECLARATION OF CONFIDENTIALITY AND IMPARTIALITY

I, the undersigned, accept that all information, documentation and decisions regarding any matter tabled at bid evaluation OR adjudication committee meetings are confidential.

I, therefore, undertake not to divulge any information in this regard.

I also declare that I will not purposefully favour or prejudice any bidder, supplier or service provider.

Print Name & Surname: _____

Designation: _____

Signature: _____

Date: 201____/____/____

MONTHLY REPORTING QUESTIONNAIRE

Annexure 7

(To be completed for each price quotation awarded exceeding R100 000 including VAT)

1	Name of Department	Social Development
2	Contract Number	OR-
3	Contract Date	
4	Contract Description	
5	Name of Contractor	
6	Percentage equity ownership by black persons (no franchise prior to elections) based on information furnished on Standing Bidding Document (SBD) 6.1	
7	Percentage equity ownership by black women based on information furnished on SBD 6.1	
8	Percentage equity ownership by white women based on information furnished on SBD 6.1	
9	Outsourced / subcontracted business to small businesses as a percentage of annual turnover based on information furnished on SBD 6.3, if applicable	
10	% local content of final product in relation to the bid price based on the information furnished on SBD 6.4, if applicable	
11	Total contract price [A]	R
12	Total price of lowest acceptable bid (price of bid scoring the highest points for price) [B]	R
13	Premium paid to promote specified goals [C = (A-B)]	R
14	Percentage premium paid (C/B x 100)	

Information furnished by: _____ Date: _____

Signature: _____ Designation: _____

TEMPLATE FOR MINUTES OF ALL

DEPARTMENTAL BID COMMITTEE MEETINGS

AGENDA

1. Opening and welcome
2. Attendance and apologies
 - * An attendance register to be circulated
3. Approval of minutes of the previous meeting
4. Supplementary agenda
5. Matters of finalised
6. Declaration of interest in requests (drawn-up of specifications) memos to be discussed (evaluation and adjudication meetings)
7. Discussion of either request for specifications or memos if it is the evaluation and adjudication committee
 - 7.1 Request no. 1: **OR** 7.1 Memo 1: Bid number & description
8. General
9. Closure

PROVINCIAL SUPPLY CHAIN MANAGEMENT

APPLICATION FOR LODGING A GRIEVANCE

Registration No.: Bid/Contract No.; Grievance No.; Day/Month/Year: _____

Aggrieved Party	Name	
	Address	
	Name of Representative	(If the aggrieved party is a company, please give the name of its representative)
	Tel / Fax	
SCM Official	Name	
	SCM Unit Address	
	Tel / Fax	
SCM matter of issue	Bid/Contract Number	
	Name of Department	
Description of grievance		(To ensure prompt handling, please provide as much detail and supporting documentation as possible)
SCM Official: Outcome of grievance		
SCM Official: Aggrieved Party:		
Date: Date:		

PROVINCIAL SUPPLY CHAIN MANAGEMENT

REQUEST FOR MEDIATION

Registration No.: Bid/Contract No.; Grievance No.; Day/Month/Year: _____

Aggrieved Party	Name	
	Address	
	Name of Representative	(If the aggrieved party is a company, please give the name of its representative)
	Tel / Fax	
SCM Official	Head of SCM Unit	
	SCM Unit Address	
	Tel / Fax	
SCM matter of issue	Bid/Contract Number	
	Name of Department	
Description of grievance		(To ensure prompt handling, please provide as much detail and supporting documentation as possible)
Head of SCM: Outcome of mediation		
<p>SCM Official: Aggrieved Party:</p> <p>Date: Date:</p>		

PROVINCIAL SUPPLY CHAIN MANAGEMENT

REQUEST FOR ARBITRATION

Registration No.: Bid/Contract No.; Grievance No.; Day/Month/Year: _____

Aggrieved Party	Name	
	Address	
	Name of Representative	(If the aggrieved party is a company, please give the name of its representative)
	Tel / Fax	
SCM Official	Head of SCM Unit	
	SCM Unit Address	
	Tel / Fax	
SCM matter of issue	Bid/Contract Number	
	Name of Department	
Description of grievance		(To ensure prompt handling, please provide as much detail and supporting documentation as possible)
Head of SCM Compliance Unit: Outcome of arbitration		
SCM Official: Aggrieved Party: Date: Date:		