

REVIEWED SERVICE DELIVERY IMPROVEMENT PLAN 2015-2018



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Department:
Finance
North West Provincial Government
Republic of South Africa



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**MR M. DIPHOFA
DIRECTOR GENERAL
DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION
BATHO PELE HOUSE
PRETORIA
0001**

DEAR MR. DIPHOFA

**SUBMISSION OF THE NORTH WEST DEPARTMENT OF FINANCE
REVIEWED SERVICE DELIVERY IMPROVEMENT PLAN (SDIP) FOR 2015-
2018 MTEF PERIOD**


Attached is the North West Department of Finance Service Delivery Improvement Plan (SDIP) for the period mentioned above.

The North West Department of Finance is hereby submitting to DPSA in compliance to the Public Service Regulation 2001 as amended.

Yours faithfully



**MR NI KUNENE
HEAD OF DEPARTMENT**


Ranyere Morebo
30/03/2017



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Department:
Finance
North West Provincial Government
Republic of South Africa

DEPARTMENT OF FINANCE NORTH WEST PROVINCE



SERVICE DELIVERY IMPROVEMENT PLAN 2015-2018

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BACKGROUND

The Service Delivery Improvement Plan (SDIP) is a document that has a detailed situational analysis with a problem statement and activities that will be put in place in order to ensure that service delivery improvement takes place over a given time-frame, which is 3 years (MTEF aligned). It is an approach that involves process mapping, unit costing, identification of inefficiencies in the value chain, use of tools and the Batho Pele principles in addressing the problems.

The Constitution of 1996, Public Service Regulations and White Papers on the Transformation of Public Service and Service Delivery (Batho Pele), make provision for SDIPs to improve service delivery. The SDIPs flow from the Strategic Planning process and must be aligned to the department's vision and mission.

In terms of the Public Service Regulations, all national and provincial government departments have been required to develop and implement Service Delivery Improvement Plans (SDIPS) since 1999. The Public Service Regulation of 2001 makes service delivery improvement compulsory:

- Part III.C.1 states that: " an executing authority shall establish and sustain a service delivery improvement programme for his or her department"; and
- Part III.C.2 states that "the executing authority shall publish an annual statement of public service commitment, which will set out the department's service standards that citizens and customers/clients can expect and which will serve to explain how the department will meet each of the standards.

The White Paper on the Transformation of Service Delivery (Batho Pele), 1997 states in paragraph 7.1.2 that Head of Departments (HODs) are responsible for SDIPs and that this responsibility should be clearly assigned to a person or group of people, accountable directly to the HOD. Paragraph 7.1.5 describes that the relevant Minister/MEC/Executing Authority must approve the department's SDIP and that a copy of the approved document must be sent to the DPSA to inform its yearly progress report to parliament.

The SDIP Directive of 30/10/2008 issued by the MPSA in terms of Section 41 (3) of the Public Service Act of 1994 directed the following:

- Departments submit SDIPs by 31/03 of every year and the annual reporting is to be aligned with the MTEFs
- The SDIPs to be signed off by the Head of Department (HOD) and Executing Authority (EA)

The Department of Finance started with the development of its SDIP in March 2014, and after approval it was submitted to the Office of the Premier and Department of Public Service and Administration on both hard and soft copies. Based on the yearly assessments, it was then reviewed in March 2015 and March 2016. Following the assessment that was done in July 2016, the Department was informed in February 2017 to review the document again, as there are still problems on the situational analysis and problem statement. This resulted in the current process of reviewing the SDIP for the Department.

PROCESS FOLLOWED IN DEVELOPING THE SDIP

1. Introduction

The Department is reviewing its SDIP based on the comment of DPSA after the workshop that was held at Vryburg in July 2016. The Department is advised to revisit the Situational Analysis and Problem Statement. It is indicated that in the current SDIP, the Department just focused on the identified Key Service, without portraying the picture on performance of all other services before focusing on those that needs to be improved. Furthermore, on the area of Batho Pele Principles, focus should only be on the identified problems, and not to the entire unit.

As indicated above, the original document was developed in March 2014, covering 2015/18 MTEF Cycle. The one that was reviewed last year covered 2016/19 MTEF Cycle. According to DPSA, the reviewed document should retain its original dates and not change to the year that the reviews have been done. It should only reflect all the changes that have been effected. This is due to the fact that various departments have different cycles, and this has to change so that they should all reflect the same period. The current cycle will end in 2018, hence the reviewed Departmental SDIP Cycle is reflecting 2015/18 Cycle

Based on the above, the Department is thus reviewing the document, so as to align its SDIP as required. This is not totally a new document, but the same document which was developed in March 2014, incorporating the required changes.

2. How Top Management Buy-in was sought

Since this is still the same document that was developed in 2014, nothing has changed on how Management Buy-in was sought. A slot was secured at Departmental Management Committee Meeting for presentation on what SDIP is all about. The Department takes service delivery as one of its critical responsibilities hence management buy-in was sought again on the meeting that was held on the 27 March 2017, to enhance services the department delivers. The Service Delivery Improvement Plan is thus a vehicle to continuously improve the services delivered to the citizenry of the Bokone Bophirima Province.

3. How the SDIP Team was constituted

After the presentation to source management buy-in, a request was made to managers to submit one or two nominees per programme to establish the Service Delivery Improvement Plan Team. Both Senior Manager and Managers were nominated per programme and the Team was officially appointed by the Head of Department. The term for the appointed team was three years. Since the term has lapsed and the SDIP is still reviewed, the term has thus been extended until the end of the cycle. Furthermore, there are Team members that have left the Department, and thus have been replaced. Following is the table indicating the changes.

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Programme	Name and Designation of Original Member	Name and Designation of the New Member
Provincial Supply Chain Management	Mr M. Serapelo Director: Provincial Supply Chain Management	Mr G. Tong Deputy Director: SCM Contract Management
Sustainable Resource Management	Ms S. Mthembu Chief Budget Analyst	Mr D. Madumo Chief Budget Analyst
Internal Audit	Mr A. Motaung Director: Internal Audit	Advocate T Sekoboane Director: Internal Audit
Corporate Service	Ms A. Mcoso Assistant Director: Work- Study	Mr G.M. Moseki Assistant Director: Change Management
	Ms K. Rapelang Administrative Officer: Organisational Development	Ms R. Mampo Change Management Practitioner
	Ms M.M. Mashu Senior Work- Study Officer	No Replacement

4. How Consultation was done

No	Date	Stakeholder Consulted	Purpose
1.	February 2014	Departmental Management Committee	Presentation on what SDIP is all about and Management Buy-in
2.	04 March 2014	Provincial Supply Chain Management	Presentation on what SDIP is all about and Buy-in on the identified problem
3.	12-13 March 2014	Provincial Supply Chain Management	Deliberations and Process Mapping
4.	27 March 2014	SDIP Committee	Quality Assurance
5.	February 2015	National and Provincial Departments	SDIP Assessment
6.	12 March 2015	Provincial Supply Chain Management	Reviewing to incorporate the comments from the assessment
7.	17 March 2015	SDIP Committee	Quality Assurance
8.	05-06 November 2015	SDIP Sector Workshop	SDIP Assessment
9.	16 February 2016	Provincial Supplier Management Service	Reviewing to incorporate the comments from the assessment

10.	17 February 2016	Provincial Supply Chain Performance	Reviewing to incorporate the comments from the assessment
11.	18 February 2016	Supply Chain Contract Management:	Reviewing to incorporate the comments from the assessment
12.		SDIP Committee	Quality Assurance
13.	21-22 July 2016	North West and Northern Cape Province SD Assessment & Khaedu Workshop	SDIP Assessment
14.	03 March 2017	Provincial Supply Chain Performance	Reviewing to incorporate the comments from the assessment
15.	03 March 2017	Supply Chain Contract Management	Reviewing to incorporate the comments from the assessment
16.	06 March 2017	Provincial Supplier Management Service	Reviewing to incorporate the comments from the assessment
17.	17 March 2017	DPSA	Clarity in relation to the Review

NAMES OF STAKEHOLDERS CONSULTED IN DEVELOPING OF THE SDIP			
No	Designation	Name	
1.	Deputy Director: Provincial Performance Management	SCM	Mr Moagisi Tlalang
2.	Deputy Director: Provincial Management Services	Supplier	Ms Seipati Leshomo
3.	Deputy Director: Management	SCM Contract	Mr Goitseone Tong

PARTICULARS OF TEAM MEMBERS				
Programme	Designation	Name	Role	Phone Numbers
Corporate Service	Director: Strategic Management	Mr G.K. Lethogile	Chairperson	018- 388 4999
	Deputy Director: Organisational Development	Ms M. S. J. Moletsane	Deputy Chairperson/SDIP Coordinator	018- 388 2445
	Change Management Practitioner	Ms R.P. Mampo	Secretariat	018- 388 4083
	Assistant Director: Change Management	Mr G.M. Moseki	Member	018- 388 4081
	Director: Human Resource Management and Development	Ms D. Mafulako	Member	018- 388 3201

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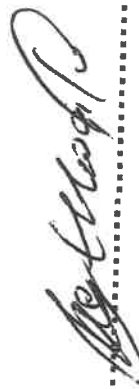
Financial Management	Director: Departmental Supply Chain Management	Mr V. Mammen	Member	018- 388 4060
	Deputy Director: Demand and Acquisition (Departmental SCM)	Ms L. Buhlungu	Member	018- 388 3196
Macro-Economic Analysis	Economic Analyst	Mr M. Mosenogi	Member	018- 388 4373
Budget Management and Public Finance	Deputy Director: Budget Management	Mr Duke Madumo	Member	018- 388 2555
Financial Governance	Director: Provincial Risk Management	Mr K. Mahila	Member	018- 388 3091
Assets and Liabilities	Director: Provincial Supply	Mr G. Tong	Member	018- 388 4223

	Chain Management			
	Deputy Director: Provincial SCM Performance	Mr M. Tlalang	Member	018- 388 4154
Municipal Finance	Director: Municipal Budget and Reporting	Ms T. Moeketsane	Member	018- 388 2575
Provincial Internal Audit	Deputy Director: Internal Audit	Mr Kabelo Selebano	Member	018- 388 4704

Communication Plan

The Change Management Team under Organisational Development unit will conduct Workshops on the SDIP to all Programmes in the Department. At least two Directorates will be work- shopped on monthly basis, starting from May 2017.

Endorsed by:



SDIP Chairperson

Implementation Plan

Establishment of District Offices and provision of Outreach Programmes

Management in the Department will ensure that the Proposed Organisational Structure which caters for District Offices is Consulted with the Minister for Public Service and Administration and approved by the MEC, in order to take services to the community. Meanwhile, the Outreach Programmes will be conducted in all the areas of the Province to reach out to all spheres of the Province.

30 Days Payment of Invoices by Provincial Departments

The Invoice Tracking System will be implemented in all departments and Provincial Supply Chain Performance unit will monitor it monthly.

Development of Provincial Price Referencing Catalogue

The Contract Management Unit will source inputs from all the departments and develop the first draft document during the first quarter of 2017. The final draft and approval of the Provincial Price Referencing Catalogue will be handled during the

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second quarter of 2017. The Piloting of Provincial Price Referencing Catalogue will be done in three departments from October 2017 to March 2018.


Endorsed by : 
SDIP Chairperson

Reporting Plan

The SDIP Performance will be reported on quarterly and annual bases. The Organisational Development (OD) unit will populate the planned targets on the reporting template and issue it to the affected unit to report on their achievements. The OD unit will analyse the information and thereafter present it to the SDIP Committee for Quality Assurance. It will then be presented to Departmental Management Committee for endorsement and thereafter be submitted for approval.

Monitoring Plan

The OD unit will conduct monthly monitoring on the Outreach Programme, and also quarterly forum meetings for Provincial SCM and Contract Management in order to continually check on the gaps that need to be addressed.

Endorsed by : 
SDIP Chairperson

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Impact Assessment Plan

The OD unit will conduct Impact Assessment after the first six months of total implementation and continuous basis thereafter.

Endorsed by :



SDIP Chairperson

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SIGN OFF

HEAD OF DEPARTMENT (SIGN OFF)

This Service Delivery Improvement Plan has been Recommended by GEO PAUL in my capacity as, Head of Department. Acting

I am satisfied and concur with the content of this Service Delivery Improvement Plan and will ensure that the department improves service delivery for the defined period.

SIGNED	GEO PAUL
DESIGNATION	HEAD OF DEPARTMENT
DATE	29/03/17

2. EXECUTIVE AUTHORITY (SIGN OFF) IF NO DELEGATION HAS BEEN MADE

This Service Delivery Improvement Plan has been Approved by _____ in my capacity as the Executing Authority.

I am satisfied and concur with the content of this Service Delivery Improvement Plan.

SIGNED	[Signature]
DESIGNATION	EXECUTING AUTHORITY
DATE	29/03/17

VISION	MISSION
<p>We will be the ultimate financial management authority and adviser on fiscal matters to the Bokone-Bophirima Provincial and Local Administration in pursuit of transparency, good financial management and accountability to all our stakeholders</p>	<p>To provide leadership in the management of public resources for efficient, effective and economic service delivery through well-coordinated support to Provincial Departments, Public Entities and Municipalities.</p>

VALUES	
	<ul style="list-style-type: none"> • Equity • Accessibility • Transparency • Accountability • Participation • Professionalism • Fairness
LEGAL MANDATE	<ul style="list-style-type: none"> • Chapter 13 of the Constitution of the Republic of South Africa • Provide sound financial management in relation to Provincial Department, Municipalities and Public Entities and this is in line with the Public Finance Management Act and Municipal Finance Management Act. • The department is also governed by various pieces of legislation which include but not limited to the Constitution and Public Service Act and these are: <ul style="list-style-type: none"> ➢ Treasury Regulations ➢ Division of Revenue Act

- Supply Chain Management Regulations (Post Tender Board environment)
- Public Service Regulations
- White Paper on Transformation of the Public Service Delivery (Batho Pele)
- E-Government: A Public Service IT Policy Framework
- Promotion of Access to Information Act
- The National Minimum Information Security Standard Policy
- The Skills Development Act
- The Basic Conditions of Employment Act
- The Labour Relations Act
- The Health and Safety Act
- Employment Equity Act

LIST OF SERVICES THAT ARE PROVIDED BY THE DEPARTMENT

- Render Budget Management and Infrastructure Coordination Services to Departments, Municipalities and Public Entities.
 - ✓ Budget and Public Finance Management
 - ✓ Macro-economic Analysis and Revenue Oversight
 - ✓ Municipal Finance
- Render Accounting Services to Provincial Departments, Municipalities and Public Entities

- ✓ Provincial Accounting Services
- ✓ Provincial Risk Management
- ✓ Provincial Asset Management
- Render Internal Audit Services to Department, Municipalities and Public Entities
 - ✓ Risk based and Specialised Audits
 - ✓ Internal Audit Support Services
- Render Supply Chain Management Services to Departments, Municipalities and Public Entities.
 - ✓ Provincial Supplier Management Services
 - ✓ Provincial Supply Chain Performance
 - ✓ Supply Chain Contract Management
 - ✓ Supply Chain Policy Management

SITUATIONAL ANALYSIS

As indicated in the Vision, the Department is charged with the responsibility of overseeing the finances of the Province. The department operated under constrained capacity given the need to operationalise the approved structure. Ensuring that the requisite capacity exist within the department, a decision was made to review the current structure, with the view of ensuring that the department executes its monitoring and oversight functions on Municipalities, Provincial Departments and Public Entities.

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Following is the performance of the Department per Programme for 2015/16 Financial Year:

- **Programme 1: Administration**

Administration Programme has achieved its strategic objective of sustaining favourable audit opinion, and almost all its performance indicators and targets during the year which are aligned to the Chapter 12 of the North West Provincial Development Plan and Output 12 of the strategic priorities of government

- **Programme 2: Sustainable Resource Management**

Sustainable Resource Management Programme has achieved almost all strategic objectives as stated above and all its performance indicators and targets during the year which are aligned to Output 9 & 12 of the strategic priorities of government

- **Programme 3: Assets and Liabilities**

Assets and Liabilities Management Programme has achieved almost all strategic objectives as stated above and all its performance indicators and targets during the year which are aligned to Output 12 of the strategic priorities of government

- **Programme 4: Financial Governance**

Administration Programme has achieved its strategic objective as stated above and all its performance indicators and targets during the year which are aligned to Output 12 of the strategic priorities of government

Clean Audit

The continuous intervention to departments has once again yielded intended positive results with departments sustaining positive audit outcomes. For 2014/15 Financial year we have seen again eleven (11) out of thirteen (13) Departments (including NW Provincial Legislature) receiving unqualified opinion and with one (1) clean audit. This is a repeat of a success rate of 85% as compared to the 2013/14 financial year which was at of 54%.

And as for interventions to municipalities by Department of Finance resulted in all our municipalities in the province submit their 2014/15 AFS on time.

Why the Identified Area

Even though the Department has obtained Clean Audit for three consecutive years, which are 2013/14, 2014/15 and 2015/16, there are still challenges in certain area, which needs to be addressed. The state of financial management in the Province is reflected in various reports of the Auditor-General and through the implementation of the PFMA and MFMA. The department seeks to ensure that 12-Departments, 6-Public Entities and 23 Municipalities account for the limited resources allocated and deal with the following challenges adequately:

- All matters raised in the Auditor-General's reports, compliance to legislation and tightened internal control processes. For an example, following are some of the matters raised in the Auditor General's Report for 2012/13 financial year:

- Contracts that were awarded to bidders based on preference points that were not calculated in accordance with the requirements of the Preferential Procurement Policy Framework Act and its regulations.
- Sufficient appropriate audit evidence could not be obtained that contracts were awarded to bidders that scored the highest points in the evaluation process as required by section 2(1) (f) of Preferential Procurement Policy Framework Act and Preferential Procurement Regulations.
- Management of fruitless and wasteful expenditure, unauthorized expenditure and irregular expenditure

Based on the Department's quest for continuous improvement, the affected unit was consulted to come up with improvement plan. A unit that was identified as pivotal due to its impact on the province economy as well as its potential to reduce unemployment and poverty is the Provincial Supply Chain Management; hence the SDIP is hinged on the services delivered by that unit. The experienced challenges are under three areas of Provincial Supply Chain Management Services, which are, Provincial Supplier Management, Provincial Supply Chain Performance and Supply Chain Contract Management. These are as follows:

1. PROVINCIAL SUPPLIER MANAGEMENT SERVICE

The Provincial Supplier Management Service entails Community Outreach Programmes, Tender Advisory Services and Registration of Suppliers in the Provincial Database. Even though these relates to Communities or Suppliers in the far end

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of the Province, currently all the services for Provincial Supply Chain Management are centralized in Head Office. Approximately 5933 Community members /suppliers come to the offices on a monthly basis, some from far areas like Bray or Moretele which is more than 300km away from the Head Office. The numbers have been going up on a month-to-month basis.

The table below shows a total number of suppliers per Region, per Municipality who travel to Head office to seek for assistance:-

REGION	MUNICIPALITY	No. OF SUPPLIERS
BOJANALA REGION (1189)	Rustenburg LM	503
	Moses Kotane LM	218
	Moretele LM	164
	Madibeng LM	167
	Kgetleng LM	137
DR KENNETH KAUNDA REGION (1070)		
	Matlosana LM	405
	Tlokwe LM	359
	Maquassi Hills LM	166

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	Ventersdorp LM	140
DR RUTH SEGOMOTSI MOMPATI REGION (849)	Greater Taung LM	221
	Lekwa Teemane LM	148
	Kagisano/Molopo LM	166
	Naledi LM	172
	Mamusa LM	142
NGAKA MODIRI MOLEMA REGION (2368)	Mahikeng LM	1643
	Ratlou LM	171
	Tswaing LM	129
	Ramotshere Moiloa LM	210
	Ditsobotla LM	215

The above statistics is derived from the number of outreach programs conducted and individual consultations and the number of Tender Bulletins posted to individuals per month for three quarters of the financial year 2016/17, i.e. from April 2016 to February 2017.

Furthermore, officials have to travel around in order to reach Communities out there to conduct workshops on Bidding processes. This is periodic and if a person has a need in between the process, then he/she has to travel long distance in certain instances which includes the need for accommodation if that person does not have transport of his/her own. Sometimes the service that this person is looking for is just minor, but because of lack of facilities, the person has to travel that long distance. This setup does not properly embrace principles of Batho Pele, as services are not brought closer to the people addressing the access and courtesy principle.

Since this SDIP commenced in 2015, the Department has already started addressing this situation by establishing District Offices even though the process is not yet finalized and work is still under progress.

2. PROVINCIAL SUPPLY CHAIN PERFORMANCE

As indicated above, there seemed to be challenges on adherence to Supply Chain Management prescripts. For an example, the National Treasury Instruction Note Number 34 – effecting payments within 30 days from receipt of an invoice as required in terms of Treasury Regulation 8.2.3 was signed on the 30 November 2011. This instruction was disseminated to all Provincial Departments on the 30 January 2012. This has also been repeated by the President of the Country during the State of the Nation Addresses in 2011, 2013 and 2016. Despite this, some departments are still failing to meet their financial obligations within the stipulated timeframe.

Statistics relating to the total number of invoices as at 31 January 2017.

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Department	Number of invoices paid within 21 days	Number of invoices paid within 30 days	Number of invoices paid after 30 days	Number of invoices not yet paid after 30 days
Education and Sports Development	3 757.00	3 460.00	4 078.00	3 843.00
Health	9 279.00	12 957.00	31 499.00	29 704.00
Local Government and Human Settlements	6 551.00	2 983.00	11.00	-
Office of the premier	1 446.00	598.00	249.00	103.00
Community Safety and Transport Management	4 786.00	1 670.00	124.00	2.00
Social Development	6 250.00	2 237.00	1 026.00	82.00
Tourism	584.00	189.00	32.00	-
Culture Arts and Traditional Affairs	3 161.00	1 050.00	140.00	29.00
Finance	2 619.00	993.00	28.00	-
Economy and Enterprise Development	979.00	312.00	23.00	-
Rural Environmental and Agricultural Development	6 176.00	2 025.00	-	-
Public Works and Roads	5 819.00	2 343.00	777.00	196.00
Total	51 407.00	30 817.00	37 987.00	33 959.00
%	33%	48%	55%	53%

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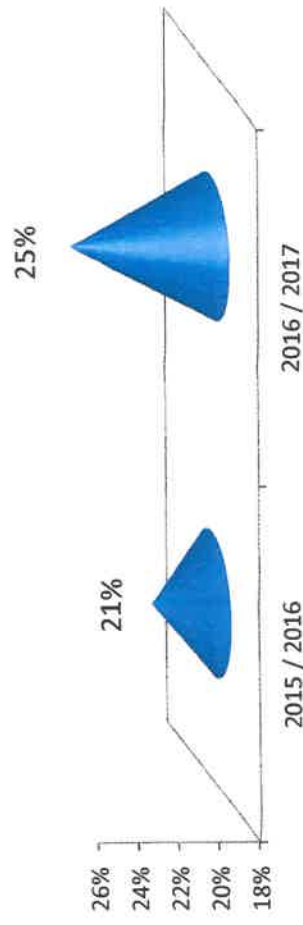
Comparison of the Number invoices paid within 30 days against the Number invoices paid after 30 days and the Number of invoices not yet paid after 30 days for the period - Provincial Performance (2015 / 2016 FY)

	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Total as at Jan -2016	%
Number of invoices paid within 30 days	5 374	12 917	12 829	14 531	11 078	13 803	11 615	7 714	12 021	3 683			105 565	55%
Number of invoices paid after 30 days	3 955	8 515	5 769	5 157	3 935	3 986	2 235	1 608	2 760	2 512			40 432	21%
Number of invoices not yet paid after 30 days	8 698	8 264	5 761	2 979	2 556	2 245	2 444	3 636	3 281	4 460			44 324	23%
	TOTAL												190 321	100%

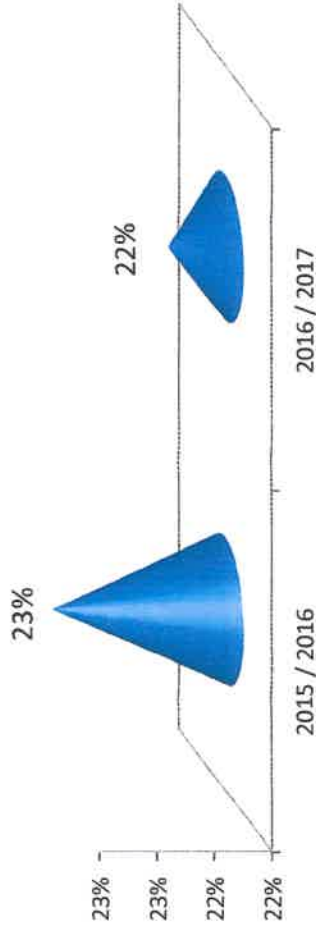
Comparison of the Number invoices paid within 30 days against the Number invoices paid after 30 days and the Number of invoices not yet paid after 30 days for the period - Provincial Performance (2016 / 2017 FY)

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Total as at Jan -2016	%
Number of invoices paid within 21 days			0	8 630	9 153	7 832	6 593	8 308	7 655	3 236			51 407	
Number of invoices paid within 30 days	743	8 908	9 710	2 112	1 891	1 921	1 843	1 530	1 620	539			30 817	
Number of invoices paid after 30 days	342	7 432	5 645	3 415	4 253	3 730	3 667	3 758	3 467	2 278			37 987	25%
Number of invoices not yet paid after 30 days	7 937	4 521	2 933	2 027	2 194	1 690	2 489	3 121	3 247	3 800			33 959	22%
Sum of 21 & 30 days above													82 224	53%
	TOTAL												154 170	100%

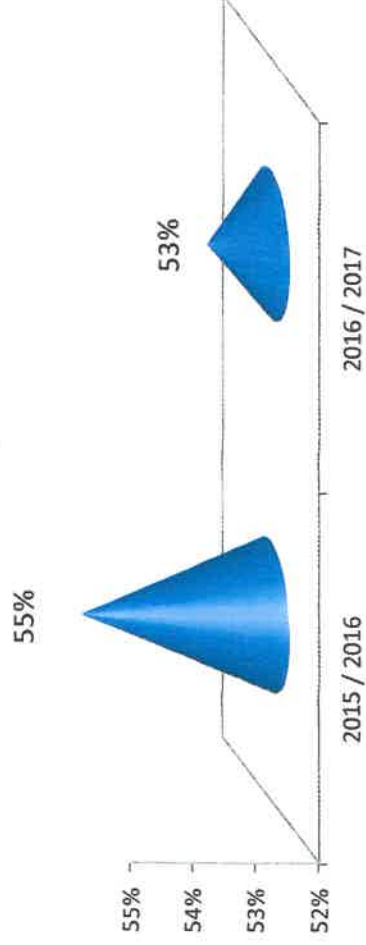
**Number of invoices paid after 30 days - April 2015
to Jan 2016 vs April 2016 to Jan 2017**



**Number of invoices not yet paid after 30 days -
April 2015 to Jan 2016 vs April 2016 to Jan 2017**



**Number of invoices paid within 30 days - April
2015 to Jan 2016 vs April 2016 to Jan 2017**



3. SUPPLY CHAIN CONTRACT MANAGEMENT

It is a requirement by law to ensure that bids are evaluated in a fair manner, in line with the Preferential Procurement Policy Regulations of 2017, which will be effective from the 01 April 2017, issued in terms of section 5 of the Preferential Procurement Policy Framework Act, Act No. 5 of 2000 (PPFFA).

As already mentioned above, there seemed to be challenges on adherence to Supply Chain Management prescripts that enforce the need to derive value for money. For an example, the Provincial Supply Chain has observed that in most instances all 12 departments were experiencing exorbitant pricing/quoting by Bidders.

Departmental SCM has conducted a brief research exercise and still underway for further analysis. To date an over pricing of goods has been recognized in most items to do with stationery quotations from SMME's or VTSD.

During the brief research, most item prices were compared with that of the well established companies supplying the same goods i.e. (*Waltons Bidest, PNA etc.*) in order to acquire benchmark prices.

The other issue would be unclear specifications in both sides that might affect pricing and quantity. Below are few examples of over pricing:

- Heavy Duty Stapler of 100 sheets by suppliers at R2 000.00 Vs Waltons price at +-R600.00

- 500gig external hard drive by suppliers at R2 200.00 Vs Waltons price at +-R R635.00
- 4gig flash drive by suppliers at R141.00 Vs Waltons price at +- R70.00 for 8gig

This resulted in National Treasury and Supply Chain Contract Management unit looking at the feasibility of implementing a Price Referencing Catalogue that will assist in the assessment of the reasonableness of prices offered by bidders for certain commodities and services and that correct procedures are followed. In collaboration with National Treasury the Price Referencing Catalogue was launched on the 10th of March 2015. The Price Referencing Catalogue has been piloted with three departments during 2015/16 financial year and thereafter was to be rolled out and implemented by all Provincial Departments. This did not materialize, as the current Price Referencing does not include all the commodities utilized by the Province.

The Provincial Supply Chain Management awaited an updated Price Referencing Catalogue from National Treasury, of which the process took too long hence the unit resolved to embark on compilation of the Provincial Price Referencing Catalogue.

PROCESS MAPPING AND COSTING

See the attached Annexure-A

PROBLEM STATEMENT

The department has the responsibility of executing its monitoring and oversight role on Municipalities, Provincial Departments and Public Entities. Provincial Supply Chain Management as one of the responsibilities of this department provides services to the above mentioned stakeholders, and also to the general public out there. As indicated in the situational analysis, Provincial Supply Chain Management is experiencing challenges in the following areas:

4. PROVINCIAL SUPPLIER MANAGEMENT SERVICE

Provincial Supplier Management Service entails Community Outreach Programmes, Tender Advisory Services and Registration of Suppliers in the Provincial Database. This relates to Small Micro-Medium Enterprises (SMMEs). These services are centralized at Head Office and clients have to travel long distances in order to be serviced and sometimes even for minor issues that could have been addressed locally if there were offices close by. Approximately 5933 community members /suppliers are serviced per month.

Officials have to travel around in order to reach Communities out there to conduct Tendering Workshops. This is periodic and if a person has a need in between the process, then he/she has to travel long distances in certain instances which includes accommodation if that person does not have transport of his/her own.

Challenges that are encountered are inter alia, due to:

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- Centralisation of services
- Lack of capacity
- Network problem/Wi-Fi
- Lack of Information Centres/Tender Advisory Centres
- Lack of computer knowledge by suppliers
- Delay in bank verifications by CSD.
- Capturing wrong data into the system by suppliers.

The above problems relates to all services under Provincial Supplier Management Services. For example, if the network is down, suppliers cannot be captured into the system, The Bulletin cannot be printed and as a result information will not be disseminated to communities during Outreach Programs. In relation to capacity, only five officials have to service the whole province through Outreach Programs. This forces communities to travel long distances seeking services. Currently the structure does not cater for regional set up that can serve as Information/Tender Advisory Centers. The proposed structure caters for this by establishing District Offices, which will assist in disseminating information, assisting suppliers to complete bid documents, supplier's registration and any other tender related matters. Still awaiting consultation with the Minister for Public Service and Administration and approval of the structure by the MEC.

The table below shows a total number of suppliers per Region, per Municipality who travel to Head office to seek for assistance:-

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REGION	MUNICIPALITY	No. OF SUPPLIERS
BOJANALA REGION (1189)		
	Rustenburg LM	503
	Moses Kotane LM	218
	Moretele LM	164
	Madibeng LM	167
DR KENNETH KAUNDA REGION (1070)	Kgetleng LM	137
	Matlosana LM	405
	Tlokwe LM	359
	Maquassi Hills LM	166
DR RUTH SEGOMOTSI MOMPATI REGION (849)	Ventersdorp LM	140
	Greater Taung LM	221
	Lekwa Teemane LM	148
	Kagisano/Molopo LM	166
	Naledi LM	172

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	Mamusa LM	142
NGAKA MODIRI MOLEMA REGION (2368)	Mahikeng LM	1643
	Ratlou LM	171
	Tswaing LM	129
	Ramotshere Moiloa LM	210
	Ditsobotla LM	215

The above statistics is derived from the number of outreach programs conducted and individual consultations and the number of Tender Bulletins posted to individuals per month for three quarters of the financial year 2016/17, i.e. from April 2016 to February 2017.

4.1 SERVICE IMPROVEMENT: PROVINCIAL SUPPLIER MANAGEMENT						
ESTABLISHMENT OF DISTRICT OFFICES AND PROVISION OF OUTREACH PROGRAMMES						
KEY SERVICE	SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD		
Render Supply Chain Management Services to Department and Public Entities.	(The recipient of the service)	2014/15		2015/16	2016/17	2017/18
		Quantity (Specify definite amount, such as 40%, 500 individuals, 30 vehicles)	80 Outreach Programmes to be conducted	• 12 Department	• 12 Department	4 X District Offices 5933 Suppliers
	<ul style="list-style-type: none"> SMMEs Historically Disadvantaged Communities and Businesses 		<ul style="list-style-type: none"> • 22 Suppliers. Number will differ due to the implementation of CSD • 296 Suppliers. Number will differ due to the implementation of CSD 			

		18 000	Provincial Tender Bulletins will be issued		
			1200 individual consultations will be done		
			2250 suppliers will be duly registered in the Provincial Supplier Database		
			2250 suppliers will go through a Supplier Bank Verification Process		
			Quality		
(Conforms to specific requirements)					

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Professional Standards (if any)		N/A	N/A	N/A	N/A
Legal Standards Applicable	Compliance to:	Compliance to:	Compliance to:	Compliance to:	Compliance to:
	• Section 217 of the Constitution, PFMA, Preferential Procurement Regulations 2011	• Section 217 of the Constitution, PFMA, Preferential Procurement Regulations 2011	• Section 217 of the Constitution, PFMA, Preferential Procurement Regulations 2011	• Section 217 of the Constitution, PFMA, Preferential Procurement Regulations 2011	• Section 217 of the Constitution, PFMA, Preferential Procurement Regulations 2011
	• ,BBBEE, Treasury Regulations, SCM Guide for Accounting Officers	• ,BBBEE, Treasury Regulations, SCM Guide for Accounting Officers	• ,BBBEE, Treasury Regulations, SCM Guide for Accounting Officers	• ,BBBEE, Treasury Regulations, SCM Guide for Accounting Officers	• ,BBBEE, Treasury Regulations, SCM Guide for Accounting Officers
	• SCM Guide for Accounting Officers	• SCM Guide for Accounting Officers	• SCM Guide for Accounting Officers	• SCM Guide for Accounting Officers	• SCM Guide for Accounting Officers

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	• Various Practice Notes Prescripts	• Various Practice Notes Prescripts	• Various Practice Notes Prescripts	• Various Practice Notes Prescripts
<ul style="list-style-type: none"> Consultation (How do we consult our service beneficiaries) 	<ul style="list-style-type: none"> Workshops, Telephone and one-to-one consultation s. 7256 were done. Created 1 x computerised Tender Advice Centre. Writing letters. 1548 were written. Notices on News Papers. None was done. 	<ul style="list-style-type: none"> Telephone and one-to-one consultation s. Notices on News Papers. Radio Adverts 	<ul style="list-style-type: none"> Telephone and one-to-one consultation s. Notices on News Papers Radio Adverts 	<ul style="list-style-type: none"> Consult with relevant stakeholders in relation to approval of the proposed structure which caters for the establishment of District Offices. Filling of post in

District Offices. • Weekly random consultation s through Villages, Townships and Small Dorpies (VTSD) outreach programs, visiting each District four/five times per months but different						
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					Local Municipalities.
<ul style="list-style-type: none"> Access (How do our service beneficiaries access us) 	Through media such as: <ul style="list-style-type: none"> News Papers, weekly Radio, as and when required Tender Bulletin, weekly Telephones, daily Individual visits to our offices, daily 	260 Outreach Programmes to be conducted though:- <ul style="list-style-type: none"> Drawing Monthly Programs to visit communities Weekly Setsokotsane Projects Rural Development Projects 	270 Outreach Programmes to be conducted though:- <ul style="list-style-type: none"> Drawing Monthly Programs to visit communities Weekly Setsokotsane Projects Rural Development Projects 	Established District Offices. <ul style="list-style-type: none"> Weekly Outreach Programs 	

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<ul style="list-style-type: none"> • <i>Courtesy</i> (How do we measure courtesy: Complaints Desk, Customer Satisfaction Surveys) 	<ul style="list-style-type: none"> • Training was provided on Customer Care, Train the Trainer and Telephone Etiquette, for 5 employees. 	<ul style="list-style-type: none"> • Training will be provided on Supplier Relationship Management, for 8 employees. 	<ul style="list-style-type: none"> • Poverty Alleviation projects 	<ul style="list-style-type: none"> • Poverty Alleviation projects 	<ul style="list-style-type: none"> • Training will be provided on all SCM related issues, for all staff in Supplier Management Services. 	<ul style="list-style-type: none"> • Established District Offices. • Weekly Outreach Programs
<ul style="list-style-type: none"> • <i>Openness & Transparency</i> (How do we gauge whether we 	<ul style="list-style-type: none"> • Weekly Advertisements of outreach workshops in the Tender Bulletin.. • Weekly Provision of information 	<ul style="list-style-type: none"> 30 Provincial Tender Bulletins will be issued. Information in the Bulletin 	<ul style="list-style-type: none"> 100 Provincial Tender Bulletins will be issued. Information in the Bulletin 	<ul style="list-style-type: none"> 30 Provincial Tender Bulletins will be issued. Information in the Bulletin 	<ul style="list-style-type: none"> 200 Provincial Tender Bulletins will be issued. Information in the Bulletin 	<ul style="list-style-type: none"> 32000 Provincial Tender Bulletins issued by the District offices. Information in

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are open and transparent)	on awarded tenders in the Bulletin.	includes:-	includes:-	the Bulletin includes:-
• Information (What information do we provide on	The following information is provided in the Provincial Tender	The following information is provided in the Provincial	The following information is provided in the Provincial	The following information is provided in the Provincial
	• Radio Talk Shows. As when required	• Weekly Advertisements of outreach workshops.	• Weekly Advertisements of outreach workshops.	• Weekly Advertisements of outreach workshops.
		• Weekly Provision of information on advertised and awarded tenders	• Weekly Provision of information on advertised and awarded tenders	• Weekly Provision of information on advertised and awarded tenders.

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our services and how do we provide it)	Bulletin:- 23345 were issued.	Tender Bulletin and during Outreach programs	Tender Bulletin and during Outreach programs	Tender Bulletin and during Outreach programs by the District offices.
	<ul style="list-style-type: none"> • Tender adverts. • Tender requirements • Evaluation criteria. • Preference points. • Tax issues. • Contact Person and details • Date, time and venue of the briefing sessions • Tender amount • Tender deposit address • Closing date and time. 	<ul style="list-style-type: none"> • Tender adverts. • Tender requirements • Evaluation criteria. • Preference points. • Tax issues. • Contact Person and details • Date, time 	<ul style="list-style-type: none"> • Tender adverts. • Tender requirements • Evaluation criteria. • Preference points. • Tax issues. • Contact Person and details • Date, time 	<ul style="list-style-type: none"> • Tender adverts. • Tender requirements • Evaluation criteria. • Preference points. • Tax issues. • Contact Person and details • Date, time

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	ensure redress)				Outreach Programs
	<ul style="list-style-type: none">Value for money (How do we gauge value for money)	<ul style="list-style-type: none">98% Compliant supplier registration documents100% compliant system generated quotations	<ul style="list-style-type: none">3100 suppliers will be duly registered in the Provincial Supplier Database. This will ensure :-	<ul style="list-style-type: none">3200 suppliers will be duly registered in the Provincial Supplier Database. This will ensure :-	<ul style="list-style-type: none">Satisfied customers.Responsive Bidders
		<ul style="list-style-type: none">100% compliant supplier registered and accredited.100% compliant system	<ul style="list-style-type: none">100% compliant supplier registered and accredited.	<ul style="list-style-type: none">100% compliant supplier registered and accredited.100% compliant system	

Time (A specified period, duration, deadline)			generated quotations.	generated quotations.	generated quotations.	
		<ul style="list-style-type: none"> Monthly programmes are drawn for outreach programmes Tender Bulletin is issued weekly Database is maintained on a daily basis. Consultations are done on a daily basis 	<ul style="list-style-type: none"> Weekly programmes drawn for outreach programmes Tender Bulletin issued weekly Database is maintained on a daily basis. Consultations done on a daily basis 	<ul style="list-style-type: none"> Weekly programmes drawn for outreach programmes Tender Bulletin issued weekly Database is maintained on a daily basis. Consultations done on a daily basis 	<ul style="list-style-type: none"> Weekly programmes drawn for outreach programmes Tender Bulletin issued weekly Database maintained on a daily basis. Consultations done on a daily basis 	

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Cost (Something measured in money or time)	R6 392 836.00	R6 215 860.00	R6 309 097.00	R8 963 495.00		
Human Resources (How many human resources are used to render the service)	15 (Currently 14 filled)	15 (Currently 14 filled)	15 (Currently 14 filled)	23		

5. PROVINCIAL SUPPLY CHAIN PERFORMANCE

Failure to pay suppliers within 30 days will result in committed amounts being carried over to the next month as accruals. All accruals at the end of the financial year will be rolled over to the next financial year and this will impact negatively on the budget for the next financial year which means there will be insufficient funds to finance other projects. Delayed payments may lead to interest charges by service providers, collapse of SMME's due to lack of cash flow as a result of late/non-payment by departments. Currently, Departments that portrays more challenges are those that are under Administration, namely, Health; Public Works and Roads; and Education and Sports Development. In general, common reasons provided by the departments for not complying with the 30 days payment rule are as follows:

Physical causes

- System interfaces sometimes delay processes.
- Incorrect supplier information on the database e.g. Bank Accounts that have been closed.

Human Causes

- Non-compliance to supply chain management processes and procedures.
- Invoice queries that suppliers take too long to resolve.

Organisational causes

- Budgetary constraints
- Unorganized Supply Chain Management Units

5.1 SERVICE IMPROVEMENT: PROVINCIAL SUPPLY CHAIN PERFORMANCE						
KEY SERVICE	SERVICE BENEFICIARIES (The recipient of the service)	30 DAYS PAYMENT OF INVOICES BY PROVINCIAL DEPARTMENTS				
		CURRENT STANDARD		DESIRED STANDARD		
		2014/15	2015/16	2016/17	2017/18	
Render Supply Chain Management Services to Departments and Public Entities.	<ul style="list-style-type: none"> Provincial Departments Public Entities 	<ul style="list-style-type: none"> 12 Department 9 Public Entities 2477 Suppliers 	<ul style="list-style-type: none"> 12 Department 6 Public Entities 	<ul style="list-style-type: none"> 12 Department 6 Public Entities 	<ul style="list-style-type: none"> 3 Departments 	
		Quantity (Specify definite amount, such as 40%, 500 individual s, 30 vehicles)				
		Quality				
(Conforms to specific requirements)						

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Professional Standards (if any)	Monthly	Monthly	Monthly	Monthly
Legal Standards Applicable	<p>Compliance to:</p> <ul style="list-style-type: none"> • Section 217 of the Constitution, • PFMA, • Preferential Procurement Regulations 2011 • ,BBBEE, • Treasury Regulations, • SCM Guide for Accounting Officers • Various Practice 	<p>Compliance to:</p> <ul style="list-style-type: none"> • Section 217 of the Constitution, • PFMA, • Preferential Procurement Regulations 2011, • BBBEE, • Treasury Regulations, • SCM Guide for Accounting Officers • Various Practice 	<p>Compliance to:</p> <ul style="list-style-type: none"> • Section 217 of the Constitution, • PFMA, • Preferential Procurement Regulations 2011, • BBBEE, • Treasury Regulations, • SCM Guide for Accounting Officers • Various Practice 	<p>Compliance to:</p> <ul style="list-style-type: none"> • Section 217 of the Constitution, • PFMA, • Preferential Procurement Regulations 2011, • BBBEE, • Treasury Regulations, • SCM Guide for Accounting Officers • Various Practice

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	Notes Prescripts	Notes Prescripts • Price Referencing	Notes Prescripts • Price Referencing	Notes Prescripts • Price Referencing
<ul style="list-style-type: none"> Consultation (How do we consult our service beneficiaries) 	<ul style="list-style-type: none"> 16 X Meetings; 12 Workshops; 40 X Reports issued; One-to-one Telephonic consultation 12 E-mail 12 Contact sessions 	<ul style="list-style-type: none"> 17 X Meetings; 17 Workshops; 40 X Reports issued; One-on-one Telephonic consultation 39 E-mail 24 Contact sessions 	<ul style="list-style-type: none"> 17 X Meetings; 17 Workshops; 40 X Reports issued; One-on-one Telephonic consultation 39 E-mail 24 Contact sessions 	<ul style="list-style-type: none"> 1 X Monthly Meeting Per Department; One-on-one consultation
<ul style="list-style-type: none"> Access (How do our service 	<ul style="list-style-type: none"> Intranet Telephones. Faxes, Emails, Personal visits 	<ul style="list-style-type: none"> Intranet Telephones. Faxes, Emails, 	<ul style="list-style-type: none"> Internet Telephones. Faxes, Emails, 	<ul style="list-style-type: none"> Invoice Tracking System Emails,

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beneficiaries access us)	Letters	Personal visits Letters Suggestion Box Tender Bulletin	Personal visits Letters Suggestion Box Tender Bulletin	One-on-One Letters
<ul style="list-style-type: none"> Courtesy (How do we measure courtesy: Complaints Desk, Customer Satisfaction Surveys) 	<ul style="list-style-type: none"> 240 X Client Evaluation Forms, 12 X Intervention on financial disputes 	<ul style="list-style-type: none"> 240 X Client Evaluation Forms, Intervention on financial disputes as per monitoring and evaluation 	<ul style="list-style-type: none"> 240 X Client Evaluation Forms, Intervention on financial disputes as per monitoring and evaluation 	<ul style="list-style-type: none"> 24 X Client Evaluation Forms, Intervention on financial disputes as per monitoring and evaluation
<ul style="list-style-type: none"> Openness & 	<ul style="list-style-type: none"> Clients are informed prior to process involving 	<ul style="list-style-type: none"> Clients are informed prior to 	<ul style="list-style-type: none"> Clients are informed prior to 	<ul style="list-style-type: none"> Clients informed prior to process

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Transparency (How do we gauge whether we are open and transparent)	on: • 4 X Briefing sessions • 16 X meetings(including all supplier queries and complaints received)	process unfolding on: • 4 X Briefing sessions • 16 X meetings(including all supplier queries and complaints received)	process unfolding on: • 4 X Briefing sessions • 16 X meetings(including all supplier queries and complaints received)	unfolding on: • 1 X Monthly meeting Per Department • One-on-One(Including all supplier queries and complaints received)
• Information (What information do we provide on our services and how	Through: • 16 X Meetings; • 12 X Workshops; • 12 X telephone contacts • 12 X emails	Through: • 16 X Meetings; • 17 X Workshops; • Telephone contacts • emails	Through: • 16 X Meetings; • 17 X Workshops; • Telephone contacts • emails	Through: • 1 X Monthly meeting Per Department • One-on-One • 1 X Workshops; • Telephone contacts • emails

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do we provide it)				
<ul style="list-style-type: none"> Redress (What mechanisms are in place to ensure redress) 	Regular feedback through: <ul style="list-style-type: none"> 16 X meetings 240 X Client Evaluation Forms 	Regular feedback through: <ul style="list-style-type: none"> 16 X meetings 240 X Client Evaluation Forms 	Regular feedback through: <ul style="list-style-type: none"> Monthly Meetings E-mails 	
<ul style="list-style-type: none"> Value for money (How do we gauge value for money) 	100% Compliance to: Submission and implementation of Departmental Procurement Plans	100% Compliance to: Submission and implementation of Departmental Procurement Plans	100% Compliance to: Submission and implementation of Departmental Procurement Plans	100% Compliance to:

	<ul style="list-style-type: none"> • 12(Departments and 6 Public Entities) • 30-day payment reports reflecting 0 outstanding balances(0% interest charged by suppliers for late payment) 	<ul style="list-style-type: none"> • 12(Departments and 6 Public Entities) Dissemination Note number 7 • 30-day payment reports reflecting 0 outstanding balances(0% interest charged by suppliers for late payment) 	<ul style="list-style-type: none"> • 30-day payment reports reflecting 0 outstanding balances(0% interest charged by suppliers for late payment)
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	Time (A specified period, duration, deadline)	Monthly/Quarterly/ Annually	Monthly/Quarterly/ Annually	Monthly/Quarterly/ Annually	Monthly/Quarterly/ Annually
	Cost (Something measured in money or time)	R 8 482 980.00	R 8 526 500.00	R 8 995 500.00	R 9 642 250.00
	Human Resources (How many)	12 (Currently 3)	12 (Currently 3)	12 (Currently 3)	12 (Currently 3)

		human resource s are used to render the service)				
<p>6. SUPPLY CHAIN CONTRACT MANAGEMENT</p> <p>As indicated in the situational analysis, there are challenges of exorbitant prices by Bidders. This is due to the fact that there is no Regulatory Framework on pricing. This was also raised by the Minister of National Treasury in his speech of 16 September 2009 when he was addressing National Council of Provinces, whereby he mentioned that departments acquire commodities at a high price as compared to the market price, for an example, the government pays R26 for a loaf of bread in the National School Nutrition Programme when it cost R8 when you buy it from any store.</p> <p>Departmental SCM has conducted a brief research exercise and still underway for further analysis. To date an over pricing of goods has been recognized in most items to do with stationery quotations from SMME's or VTSD.</p> <p>During the brief research, most item prices were compared with that of the well established companies supplying the same goods i.e. (Waltons Bidest, PNA etc.) in order to acquire benchmark prices.</p> <p>The other issues would be unclear specifications in both sides that might affect pricing and quantity.</p>						

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Below are few examples of over pricing:

- Heavy Duty Stapler of 100 sheets by suppliers at R2 000.00 Vs Waltons price at +-R600.00
- 500gig external hard drive by suppliers at R2 200.00 Vs Waltons price at +-R 635.00
- 4gig flash drive by suppliers at R141.00 Vs Waltons price at +- R70.00 for 8gig

To address this, the Price Referencing Catalogue was developed with the aim of establishing fair-value prices for the

goods (products) and services that government procures.

The Price Referencing Catalogue has been piloted with three departments during 2015/16 financial year and thereafter was to be rolled out and implemented by all Provincial Departments. This did not materialize, as the current Price Referencing does not include all the commodities utilized by the Province. The Provincial Supply Chain Management unit resolved to embark on compilation of the Provincial Price Referencing Catalogue, of which the process took too long hence the

The Provincial Supply Chain Management is thus looking at the feasibility of developing and implementing a Provincial

Price Referencing Catalogue that will assist in the assessment of the reasonableness of prices offered by bidders for certain commodities and services and also that correct procedures are followed.

6.1 SERVICE IMPROVEMENT: SUPPLY CHAIN CONTRACT MANAGEMENT						
KEY SERVICE	SERVICE BENEFICIARIES (The recipient of the service)	DEVELOPING AND IMPLEMENTING PROVINCIAL PRICE REFERENCING CATALOGUE				
		CURRENT STANDARD		DESIRED STANDARD		
		2014/15		2015/16	2016/17	2017/18
Render Supply Chain Management Services to Departments and Public Entities.	<ul style="list-style-type: none"> Provincial departments, Public entities, Service Providers 	Quantity (Specify definite amount, such as 40%, 500 individual s, 30 vehicles).	<ul style="list-style-type: none"> 12 Department 9 Public Entities 40 Service Providers 	<ul style="list-style-type: none"> 12 Department 6 Public Entities 40 Service Providers 	<ul style="list-style-type: none"> 12 Department 6 Public Entities 49 Service Providers 	<ul style="list-style-type: none"> No Baseline
		Quality (Conforms to specific requirements)				

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service beneficiaries access us)	<ul style="list-style-type: none"> 1 X Department website, 1 X Emails, 4 X Road shows 	<ul style="list-style-type: none"> 1 Department website, 1 X Emails, 4 X Road shows 	<ul style="list-style-type: none"> 1 Department website, 1 X Emails, 4 X Road shows 	<ul style="list-style-type: none"> 1 Department website, 1 X Emails, 4 X Road shows 	<ul style="list-style-type: none"> 1 Department website, 1 X Emails, 4 X Road shows
<ul style="list-style-type: none"> Courtesy (How do we measure courtesy: Complaints Desk, Customer Satisfaction Surveys) 	<ul style="list-style-type: none"> 4 X Feedback during quarterly meetings, 2 x Briefing sessions 2 x Response in writing to suppliers 	<ul style="list-style-type: none"> 4 X Feedback during quarterly meetings, 2 x Briefing sessions 2 x Response in writing to suppliers 	<ul style="list-style-type: none"> 4 X Feedback during quarterly meetings, 2 x Briefing sessions 2 x Response in writing to suppliers 	<ul style="list-style-type: none"> 4 X Feedback during quarterly meetings, 2 x Briefing sessions 2 x Response in writing to suppliers 	<ul style="list-style-type: none"> 4 Briefing sessions on Provincial Price Referencing Catalogue at Provincial Supply Chain Management Forum Meetings 1 Workshop to

nominees from Departments on Provincial Price Referencing Catalogue					
• 4 Feedback Meetings on Provincial Price Referencing Catalogue to the Provincial Supply Chain Management Forum with regards to the progress of Pilot					

						Departments
	<ul style="list-style-type: none"> • Openness & Transparency (How do we gauge whether we are open and transparent) 	<ul style="list-style-type: none"> • Respond in writing to suppliers • Advance reasons to unsuccessful and dissatisfied suppliers 	<ul style="list-style-type: none"> • 100% Response in writing to suppliers • 100% Advance reasons to unsuccessful and dissatisfied suppliers 	<ul style="list-style-type: none"> • 100% Response in writing to bidding suppliers • 100% feedback to unsuccessful and dissatisfied suppliers 	<ul style="list-style-type: none"> • Dissemination of Provincial Price Referencing Catalogue • 1 Workshop to nominees from Departments on Provincial Price Referencing Catalogue • 4 Briefing sessions on 	

Provincial Price Referencing Catalogue at Provincial Supply Chain Management Forum Meetings					
• 4 Feedback Meetings on Provincial Price Referencing Catalogue to the Provincial Supply Chain Management Forum with					

					regards to the progress of Pilot Departments
<ul style="list-style-type: none">• Information (What information on do we provide on our services and how do we provide it)	<ul style="list-style-type: none">• Through meetings, workshops, newspaper and Department website:<ul style="list-style-type: none">• Policies,• Audit Reports, Quarterly Reports,• Annual report, Bills,• Awarded tenders, Posts and tender advertised,• Requirements (Evaluation criteria and preference points).	<p>Through:</p> <ul style="list-style-type: none">• 4x Meetings• 4x Newspapers• 1x Department website• 1x Policies• 1x Audit Reports• 4x Quarterly Reports• 1x Annual report• 1x Bills• 4x Awarded tenders	<p>Through:</p> <ul style="list-style-type: none">• 4x Meetings• 1x Department website• 1x Policies• 1x Audit Reports• 4x Quarterly Reports• 1x Annual report• 1x Bills• 5x Awarded tenders• 4x Tender	<ul style="list-style-type: none">• Dissemination of Provincial Price Referencing Catalogue• 1 Workshop to nominees from Departments on Provincial Price Referencing Catalogue• 1 Workshop to nominees from Departments	

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			• 4x Tender advertised	advised	on Provincial Price Referencing Catalogue
					• 4 Briefing sessions on Provincial Price Referencing Catalogue at Provincial Supply Chain Management Forum Meetings
					• 4 Feedback Meetings on Provincial Price

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		(How do we gauge value for money)	the supplier to	the supplier to	the supplier to	place
			• Capacity to deliver	• Capacity to deliver	• Capacity to deliver	• Feedback obtained from the three Pilot Departments
		Time (A specified period, duration, deadline)	Monthly/Quarterly/Annually	Monthly/Quarterly/Annually	Monthly/Quarterly/Annually	Monthly/Quarterly/Annually
		Cost (Something measured in money or time)	R3 099 000.00	R2 881 633.00	R3 729 000.00	R3 729 000.00

		Human Resource s	12 (Currently 9)	12 (Currently 11)	12	12
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Name of SDIP Champion: Ms M.S.J. Moletsane

Contact details: 018- 388 2445 or 071 362 4053

Signed by:


Head of Department

Date

29/3/17

Signed by:


Member of Executive Council

Date

29/3/17