



Province of the
EASTERN CAPE
SOCIAL DEVELOPMENT

SOP File Number:

CONTRACT MANAGEMENT-01

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V.001

Document Owner:

Deputy Director: Contract Management

STANDARD OPERATING PROCEDURE: CONTRACTS MANAGEMENT PROCESS

Approval Date	25 October 2019
Commencement Date	Date of Approval
Review Date	25 October 2020
Periodical Review	Annually
Resources	Staff, ICT equipment
Intent of SOP	To document the standard operating procedure (SOP) for drafting and maintenance of SLA's, Lease Agreements and Cessions. The purpose of the document is to assist the officials of the Department of Social Development with the day to day activities of contract management including monitoring of outsourced services, verification of payments and issuing of notices for expiring contracts. This document can be used for training of newly appointed CM unit personnel.
Scope	The SOP applies to the process of Managing Contracts for the Department of Social Development within the Eastern Cape Government. The process is guided by the PFMA and other relevant legislation, policies and procedures.
Objective(s)	Contract Management ensures that the arrangement between the department and service provider runs smoothly through service delivery management, relationship management and contract administration. The Contract Management process starts after a bid has been awarded to a service provider and ends when the contract period has expired and the contract must be renewed or the goods have been delivered in full.

Definitions	SLA – Service Level Agreement CM - Contract Management
Key Performance Indicator	Percentage of procurement budget spend targeting Local suppliers in terms of LED framework
Principles	Contract Management is an end-to end process to ensure that: <ul style="list-style-type: none"> • Contract entered into by government are managed in a manner which minimises service delivery risk and maximises intended benefits • Contract obligations are fulfilled • Roles and responsibilities are clearly defined. • Value for money is realized
Compliance Measures	Ensure the following before the drafting of SLA: <ul style="list-style-type: none"> • Completeness of bid document for the awarded service provider. • Tax Compliance • Availability of budget for the awarded contract • Ensure the service provider screening before the award
Performance Measure	<ul style="list-style-type: none"> • Signed lease agreement • Signed SLA
Desired Performance	<ul style="list-style-type: none"> • Monitoring of contract to ensure that there is value for money
Process Input	Request memo to draft SLA with the following attachments: <ul style="list-style-type: none"> • Bid document for the awarded service provider • Concept document signed by the Head of the Department • Budget confirmation
Process Output	<ul style="list-style-type: none"> • Signed lease agreement • Signed SLA

STEP BY STEP GUIDE

DEMAND AND ACQUISITION – CONTRACT MANAGEMENT

Nr	Task Name	Task Procedure	Responsibility	Supporting Documentation	Service Standard
1	Submit Request to draft SLA	<ul style="list-style-type: none"> Submit request memo and attach Budget, signed specification, Approved memo with awarded supplier, (ECBD 4 form with Tax clearance and company documents). 	Acquisition Management official (Admin Officer)	<ul style="list-style-type: none"> Bid document of awarded service provider Request for SLA memo with relevant supporting documents 	1 day
2	Verify contract request documents	<ul style="list-style-type: none"> Ensure that all the supporting documents are attached and record request in the contracts register and allocate a contract number. <p align="center">If document does not comply</p> <ul style="list-style-type: none"> Submit back to Acquisition. 	Admin Officer: CM	<ul style="list-style-type: none"> Request for SLA memo with relevant supporting documents Updated electronic register with request Contract number 	1 day
3	Draft contract as per specification.	<p align="center">If Documents Comply</p> <ul style="list-style-type: none"> Insert all the supplier details in the Template. Ensure that the Service Level Agreement (SLA) is prepared according to the approved specification together with the National 	Assistant Director: CM	<ul style="list-style-type: none"> Bid specification and Awarded bid documents Drafted contract 	1 day

		Treasury Government Procurement: General Conditions of Contract (GCC).			
4	Verify draft Contract	<ul style="list-style-type: none"> Consult the end user for the start and end date of the contract. Ensure that all the captured information is according to the supplier's information in the request and specification document. 	Deputy Director: CM	<ul style="list-style-type: none"> Drafted contract Verified contract 	1 day
5	Send the contract to the service provider for verification	<ul style="list-style-type: none"> In case of the specialized service, send the locked contract to the supplier via e-mail or using courier for verification. 	Deputy Director: CM	<ul style="list-style-type: none"> Verified contract Proof of submission 	2 weeks
6	Review and amend contract if necessary	<ul style="list-style-type: none"> Received the drafted verified contract. Review the contract. Amend where necessary. 	Supplier	<ul style="list-style-type: none"> Verified contract Proposed amendments 	
7	Receive and verify the contract	<ul style="list-style-type: none"> Receives the contract with services provider amendments. Ensures that required amendments are in-line with the specification. Insert the amendments to the relevant clause. 	Deputy Director: CM	<ul style="list-style-type: none"> Proposed Amendments Drafted contract with proposed amendments 	1 day
8	Draft memo and send together with the contract to legal Services for vetting	<ul style="list-style-type: none"> Draft memo for submission of contract. Submit memo requesting the signing and vetting of the contract. 	Senior Admin Officer: CM Admin Officer: CM	<ul style="list-style-type: none"> Memo Signed outgoing register 	1 day

9	<p>Submit memo and contract to CFO for signature</p> <ul style="list-style-type: none"> • If contract amount is below R500 001 • Recommend the memo. • Recommend the recommended memo by Deputy Director CM. • Approve the memo and sign the contract. <p>If contract amount is above R500 000</p> <ul style="list-style-type: none"> • Recommend the memo. • Recommend the recommended memo by Deputy Director CM. • Recommend the recommended memo by Legal Services Departments. 	<p>Deputy Director: Contract Director legal services CFO CFO Deputy Director Director legal services CFO</p>	<ul style="list-style-type: none"> • Recommended memo 	5 days
10	<p>Approve memo and sign the contract</p> <ul style="list-style-type: none"> • Approve the memo and sign the contract. 	HO	<ul style="list-style-type: none"> • Recommended memo • Approved memo • Signed contract 	1 day
11	<p>Convene the signing of the Contract</p> <ul style="list-style-type: none"> • Invite the Service provider and End User to come and sign contract. In case of unavailability of service provider; • Confirm the physical address and contact details and courier the contract. 	Admin Officer: CM	<ul style="list-style-type: none"> • Drafted contract • Signed contract 	5 days
12	<p>Send copy of the contract to the end user</p> <ul style="list-style-type: none"> • Make a copy of original contract and deliver to the end user. • File the original copy in the contract file and also file a copy of the contract at registry at Registry. 	Admin Officer: CM	<ul style="list-style-type: none"> • Filed contract copy • Proof to submission 	1 day

13	Draft Addendum	<p style="text-align: center;">If changes are required</p> <ul style="list-style-type: none"> • Submit approved memo by HOD for drafting addendum if the change has got financial implication to CM. • Draft addendum in case of change in ownership or change of dates and submit to contract manager for verification. • Ensure that the total amount of variation does not exceed the 20% for construction related goods, works and 15% for all other goods and/or services before drafting the Addendum for the Approval of HOD. • Ensure that if the % are more than the above mentioned the approval must be obtained from the Provincial Treasury. • Verify addendum. • Draft memo requesting the approval of the changes in the Addendum. • Submit the memo with the changes for approval of addendum. 	<p style="text-align: center;">End-user</p> <p style="text-align: center;">Assistant Director: CM</p>	<ul style="list-style-type: none"> • Approved memo by HOD from end user (if financial implication) • Approved memo by HOD from CM (if no financial implication) • SLA • Drafted and verified Addendum 	1 day
14	Approve changes in the addendum	<ul style="list-style-type: none"> • Approve the addendum and memo. 	<p style="text-align: center;">Delegated Official</p>	<ul style="list-style-type: none"> • Drafted verified addendum Approved memo and addendum 	3 days

15	Sign addendum	<ul style="list-style-type: none"> • Invite the Service provider and the End user to come and sign addendum at the contract management section. In case of unavailability of service provider; confirm the physical address and contact details and courier the contract. • Sign the Addendum. • Make a copy of original for the service provider and the End-user. Make a copy of original and hand deliver or courier if one of them is not available. • File the original copy in the contract file and file a copy of the contract addendum at registry. 	<p>Assistant Director: CM</p> <p>Service Provider End-user Admin Officer: CM</p>	<ul style="list-style-type: none"> • Signed addendum • Proof of submission • Filed contract copy 	3 days
16	Conduct On-site meeting	<ul style="list-style-type: none"> • Invite all the relevant stakeholders for a site meeting. 	<p>End user Deputy Director: CM</p>	<ul style="list-style-type: none"> • Invitation • Meeting minutes 	1 day
17	Render services	<ul style="list-style-type: none"> • Renders service according to the approved specification. • Monitor the service provider and ensure that the work is done accordingly. • Draft monitoring report and submit to Contract management quarterly. 	<p>Service Provider End user</p>	<ul style="list-style-type: none"> • Monitoring report 	As per contract duration

18	<p>Monitor services rendered by the service provider</p>	<ul style="list-style-type: none"> Design Checklist derives from specification and monitor accordingly. <p>If there are findings, notify the service provider and impose penalties where necessary.</p> <ul style="list-style-type: none"> In case of non-compliance with the SLA term; the letter is issued to the Service Provider to remedy the breach within seven days. If there is no compliance again; the service provider is invited to the meeting for the resolution of the matter. The resolution is either remedy or cancelation of the contract or invoking of the Penalty Close. <p>If non-performance persists, request approval of termination.</p>	<p>Assistant Director: CM</p> <p>Deputy Director: CM</p>	<ul style="list-style-type: none"> Monitoring checklist Monitoring report Meeting minutes 	<p>Once per Quarter Depending to the contract duration and the Budget availability.</p> <p>8 days.</p>
19	<p>Approve termination of contract</p>	<ul style="list-style-type: none"> Write a letter requesting the delegated official to terminate the contract. Submit the memo with the letter of contract termination for approval. 	<p>Deputy Director: CM</p> <p>Delegated Official</p>	<ul style="list-style-type: none"> Letter to service provider Draft memo of contract termination Draft of contract termination letter 	<p>2 days</p>

				<ul style="list-style-type: none"> Approved memo for termination of contract Signed contract termination letter 	
20	<p>Inform service provider about termination of contract</p>	<ul style="list-style-type: none"> Inform the service provider once the termination letter has been signed. Courier or e-mail the letter to the service provider and confirm whether it has been received. Receive acknowledgement letter from the service provider. 	Deputy Director: CM	<ul style="list-style-type: none"> Signed contract termination letter Acknowledgement receipt of termination letter 	2 days
21	<p>Notify End-user to start the procurement process</p>	<ul style="list-style-type: none"> Write the memo to the end user and attach the approved termination letter. Start the procurement process. 	Deputy Director: CM End user	<ul style="list-style-type: none"> Signed contract Termination Letter Request for procurement 	1 day
22	<p>Verify payments to the service provider</p>	<p>If service provider complies with the SLA.</p> <ul style="list-style-type: none"> Receive invoice and monitoring report from the End user once services have been rendered, for quality checking (i.e. check if the invoice tallies up with the amount paid and check if the amount to be paid does not exceed the contracted amount) before payment. Stamp the GRV and send the documents to Payment section. 	Senior Admin: CM Assistant Director: CM	<ul style="list-style-type: none"> SLA Tax Clearance Order Invoice Stamped GRV Verified payment 	1 day

23	<p>Issue monthly notices to the End-user on contracts expiring within the next 6 months</p>	<ul style="list-style-type: none"> • Check contracts expiring within the next 6 months using the Contracts Register. • In long term contract the notice of the expiration of the SLA should be accompanied by checklist for the end user to complete about the service provider (with a standard template) detailing the following inter alia: <ol style="list-style-type: none"> 1. Compliance with SLA requirements. 2. Steps taken to rectify such noncompliance. 3. Did the Project Manager monitor the contract regularly? 4. Are monitoring reports available? 5. Will the service be needed beyond the expiry date of the contract? 6. If yes, when is the procurement envisaged to start in order to circumvent any possible extensions on the contract? 7. Comment on the overall performance of the supplier/service provider 	Assistant Director: CM	<ul style="list-style-type: none"> • Contracts to be expiring • Monthly Notice of contracts to expire in 6 months 	Monthly
24	<p>Submit monthly reports to the CFO's office</p>	<ul style="list-style-type: none"> • Obtain monthly expenditure report and expenditure control commitment report from the BAS system through the BAS System Controller. 	Deputy Director: CM	<ul style="list-style-type: none"> • Expenditure report • BAS Expenditure control 	Monthly

		<ul style="list-style-type: none"> • Obtain information on the number of payments verified, SLA's, Cessions and Leases drafted for the reporting month. • Analyze and submit the report to the CFO's office. 		<ul style="list-style-type: none"> • commitment report • Monthly report 	
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LEGISLATION, POLICIES, PROCEDURES & OTHER DOCUMENTATION (i.e. SOPs)

Document or Process Name	Act or document description	Effective Date (if applicable)
The Constitution	<p>The Constitution of the Republic of South Africa, Act No 108 of 1996, as amended, regulates procurement through Section 217 and determines that:</p> <p>"217 (1) When an Organ of State in the national, provincial or local sphere of Government, or any other institution identified in national legislation, contracts for goods or services, it must do so in accordance with a system which is fair, equitable, transparent, competitive and cost-effective.</p> <p>(2) Subsection (1) does not prevent the Organs of State or institutions referred to in that subsection from implementing a procurement policy providing for –</p> <ul style="list-style-type: none"> • Categories of preference in the allocation of contracts; and • The protection or advancement of persons, or categories of persons, disadvantaged by unfair discrimination. • (3) National legislation must prescribe a framework within which the policy referred to in subsection (2) must be implemented." 	1996
The Public Finance Management Act (PFMA)	<p>The PFMA, Act No 1 of 1999, as amended by Act 29 of 1999, gives effect to and reiterates the Constitutional requirements of Section 217 quoted above and is primary in the regulation of Financial Management. It sets out broadly the requirements for the procurement and provisioning system to be in place and allocates responsibilities attached thereto.</p> <p>The Act stipulates that in contracting for goods and services, and the disposal and letting of state assets, including the disposal of goods no longer required, the Accounting Officer will develop and implement a system, which is fair, equitable, transparent, competitive and cost-effective.</p> <ul style="list-style-type: none"> ○ Section 76(4)(c) of the PFMA determines inter alia that: ○ The National Treasury may make regulations or issue instructions applicable to all 	1999

Document or Process Name	Act or document description	Effective Date (if applicable)
Treasury Regulations Issued In Terms Of The PFMA	<p>institutions to which the PFMA applies concerning the determination of a framework for an appropriate procurement and provisioning system.</p> <p>The Department shall apply the Treasury Regulations issued in terms of the PFMA as it pertains to supply chain management. It serves as a formal requirement for departments, to ensure the establishment and implementation of an effective and efficient SCM system.</p> <p>Public Private Partnerships</p> <p>The Accounting Officer must ensure that Treasury Regulation 16 is complied with when goods or services are procured through public private partnerships or as part of a public private partnership.</p> <p>Supply Chain Management</p> <p>The Accounting Officer must ensure that Treasury Regulation 16A is complied with when dealing with Supply Chain Management to ensure the establishment and implementation of an effective and efficient Supply Chain Management Unit within the office of the CFO, as an integral part of their financial system.</p> <p>The SCM system to be implemented must be fair, equitable, transparent, competitive and cost effective; be consistent with the PPPFA and BBBEE Act and must provide at least for the following:</p> <ul style="list-style-type: none"> ○ Demand Management. ○ Acquisition Management. ○ Logistics Management. ○ Disposal Management. ○ Risk Management. ○ Regular assessment of supply chain performance. ○ 	1999

Document or Process Name	Act or document description	Effective Date (if applicable)
<p>Policy To Guide Uniformity In Procurement Reform Processes In Government</p>	<p>The Policy to Guide Uniformity in Procurement Reform Processes in Government was approved by Cabinet 10 September 2003 and promulgated on 05 December 2003.</p> <p>The policy strategy has as a goal the uniform implementation of Government's procurement reform initiatives and compliance with minimum norms and standards in such a manner that the principles of cooperative governance are observed.</p> <p>In terms of this policy strategy, Accounting Officers are required to establish and implement a Supply Chain Management function that promotes sound financial management and uniformity in all spheres of Government.</p> <p>Regarding insurance, organs of State should either insure for procurement related physical risks, establish risk management programmes or make advance provision for losses associated with such risks, within the scope of the provisions of the Treasury Regulations. Suitable arrangements should also be made to ensure that insurance related excesses do not cause the failure of SMME's.</p>	<p>2003</p>
<p>National Treasury Practice Notes</p>	<p>All documents relevant to SCM are available electronically on National Treasury's web page http://www.treasury.gov.za/organisation/specialist/functions/supply chain management: norms and standards.</p> <p>The SCM regulations in terms of the PFMA empower National Treasury to issue practice notes to ensure minimum norms and standards within Government.</p> <p>Currently 10 practice notes have already been issued covering a variety of topics. All practice notes issued from time to time must be taken into account and adhered to.</p>	
<p>The Preferential Procurement Policy Framework Act</p>	<p>The Preferential Procurement Policy Framework Act (PPFA), Act No 5 of 2000, was promulgated to give effect to Section 217(3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in Section 217(2) of the Constitution.</p>	<p>2000</p>

Document or Process Name	Act or document description	Effective Date (if applicable)
The Preferential Procurement Policy Framework Act Regulations	<p>The Act provides for the implementation of a preference system in the allocation of contracts for categories of service providers and the promotion of goals, including socio-economic goals, to advance the interest of persons disadvantaged by unfair discrimination on the basis of race, gender or disability and implementing the programmes of the Reconstruction and Development Programme (RDP).</p> <p>The Act also regulates that the evaluation processes are conducted in a fair, justifiable and transparent manner.</p> <p>There is currently a process underway to ensure that the PPPFA and the BBBEE Act is aligned.</p> <p>This is the enabling mechanism of the PPPFA mentioned above. It sets out the formulas for the points system and stipulates the rules and procedures governing the preferences that might be claimed in terms of this Act.</p>	
Broad Based Black Economic Empowerment Act	<p>The Broad Based Black Economic Empowerment Act (BBBEE Act), Act No 53 of 2003, provides the framework for the promotion of black economic empowerment, the establishment of a balanced scorecard and the publication of transformation charters. A supporting strategy has also been published. Draft codes of good practice have also been issued for comment. These codes could include qualification criteria for preferential procurement and other economic activities.</p> <p>The Department will adhere to the directives contained in the Broad Based Black Economic Empowerment Act as it affects the procurement process.</p> <p>Economic transformation will be promoted through preferential procurement in order to promote meaningful participation of black people including women, workers, youth and people with disabilities and people living in rural areas, in the economy.</p> <p>Transformation will achieve a change in the racial composition of ownership and management structures of existing and new enterprises.</p>	2003

Document or Process Name	Act or document description	Effective Date (if applicable)
The Prevention And Combating Of Corrupt Activities Act	<p>The Department will adhere to the directives contained in the Prevention and Combating of Corrupt Activities Act, Act 12 of 2004 as it affects the supply chain process.</p> <p>The Act regulates offences in respect of corrupt activities relating to contracts, activities pertaining to acceptance or offering of any gratification and the improper influence of another person as well as offences in respect of corrupt activities relating to procuring and withdrawal of tenders and auctions.</p> <p>The Act provides for miscellaneous offences relating to possible conflict of interest and other unacceptable conduct such as acquisition of private interest in contract, agreement or investment of a public body.</p> <p>National Treasury must establish a register for tender defaulters.</p>	2004
State Information Technology Agency Act	<p>The State Information Technology Agency (SITA) Act, Act No 88 of 1998, as amended by Act 38 of 2002, requires that SITA must act as the procurement agency for the Department's information technology requirements.</p>	2002
Supply chain practice notes	<p>Provincial ECSCM Practice Note No.1 of 2009-10 Anti Competitive Practices in the Procurement Process</p> <p>Provincial Treasury ECSCM Practice Note No.1 Of 2009-10 - Anti Competitive Practices In The Bidding Process</p> <p>Provincial ECSCM Practice Note No.2 Of 2008 - Tax Clearance Certificate and Partnership</p> <p>Provincial ECSCM Practice Note No.1 Of 2008-2009</p> <p>Provincial ECSCM Practice No.1 Of 2008 - Guide lines for the Evaluation and Approval of Variation Orders</p> <p>Provincial Treasury Practice Note No.1 Of 2008-09 Irregular Expenditure</p> <p>Provincial ECSCM Practice Note No.1Of 2010-11- Conflict between the PPPFA and</p>	

Document or Process Name	Act or document description	Effective Date (if applicable)
	<p>Preferential Procurement Regulations</p> <p>Provincial Treasury Instruction Note No 5 Of 2015_16</p> <p>Provincial Treasury Instruction Note No 3 Of 2015_16</p> <p>National Treasury Practice note on prohibition of restrictive practices of 2010</p> <p>National treasury Practice note number 7 of 2009_2010</p> <p>National treasury Practice note 11 of 2008_2009 unsolicited proposal</p> <p>National treasury practice note number 5 of 2009-2010 procurement through SITRA and accountability of Accounting Officers or Authorities</p> <p>National Treasury Practice Note No.4 Of 2008-09 Irregular Expenditure</p> <p>National Treasury Annexure E. Accounting Transactions For Irregular Expenditure Trading Entities</p> <p>National Treasury Annexure D. Accounting Transactions For Irregular Expenditure Departments</p> <p>National Treasury Annexure C. Disclosure Of Irregular Expenditure For Departments, Trading Entities, Constitutional Institutions And Public</p> <p>National Treasury Annexure A+B. Procedure For The Treatment Of Irregular Expenditure</p> <p>National Treasury Practice Note No.6 Of 2008-07</p> <p>National Treasury Practice Note No.8 Of 2008-07</p> <p>National Treasury Practice Note No.9 Of 2008-07</p> <p>National Treasury Practice Note Number SCM 1 Of 2006- Tax Clearance Certificates</p> <p>National Treasury Practice Note Number SCM 5 Of 2006 - Restriction Of Suppliers</p>	







Document or Process Name	Act or document description	Effective Date (if applicable)
	<p>National Treasury Practice Note Number SCM 3 Of 2006- Tax Clearance Certificates for Price Quotations and Competitive Bids</p> <p>National Treasury Practice Note Number SCM 4 Of 2006 - STANDARD BIDDING DOCUMENT DECLARATION OF BIDDER'S PAST SUPPLY</p> <p>National Treasury Practice Note Number SCM 3 Of 2005</p> <p>National Treasury Practice Note Number SCM 1 Of 2004 - Tax Clearance Certificates</p> <p>National Treasury 01a Annexure A of 2011</p> <p>National Treasury Practice Note 11 Of 2008 _2009 Unsolicited Proposal</p> <p>National Treasury Annexure A+B Of 2008 Procedure For The Treatment Of Irregular Expenditure</p> <p>National Treasury Annexure C Of 2008 Disclosure Of Irregular Expenditure For Departments, Trading Entities, Constitutional Institutions</p> <p>National Treasury Annexure D Of 2008 Accounting Transactions For Irregular Expenditure Departments</p> <p>National Treasury Practice Note Number SCM 2 Of 2005</p> <p>National Treasury Practice Note Number SCM 1 Of 2005- Standard Bidding Document</p> <p>National Treasury Practice Note Number SCM 2 Of 2003 - Threshold values for the invitation for Price Quotations and Competitive Bids</p> <p>Provincial Treasury Government Procurement General Conditions Of Contract Of 2008</p> <p>National Treasury Augmentation Of General Conditions Of Contract Revised July 2010</p> <p>National Treasury Practice Note Number SCM 1 Of 2003 - General Conditions Of Contract</p>	

Document or Process Name	Act or document description	Effective Date (if applicable)
<p>OTHER RELEVANT ACTS</p> <ul style="list-style-type: none"> ▪ Public Administration Act ▪ Promotion of Administrative Justice Act, No 3 of 2000. ▪ Promotion of Access to Information Act, No 2 of 2000. ▪ Protected Disclosure Act, No 26 of 2000. ▪ The Competition Act, No 89 of 1998. 	<p>National Treasury Government Procurement General Condition Of Contract Of 2008</p>	<p>2000</p> <p>2000</p> <p>2000</p> <p>1998</p>

PROCESS RISKS

Risk Name	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Control Description	System / Manual
Low budget Lack of monitoring	Inadequate Monitoring of supplier performance due to lack of budget and short term contracts	H	H	Bid for more Budget. Speed up the process of long term contract	Manual
Delay or non-payment of Service Providers	Delays in finalising the Service Level Agreement.	H	H	Filling of vacant posts	Manual
Insufficient personnel	Insufficient personnel leads to lack of segregation of duties and therefore no proper internal controls	H	H	Filling of vacant posts.	Manual
Under quoted suppliers	Poor performance by Service Providers.	H	H	Benchmark price is suggested.	Manual

AUTHORIZATION

Authorization:	Name:	Signature:	Comments:	Date:
Quality Checked By Director : Management Information Services	N. A. Mazizi		Quality Checked	08/10/2019
Recommended by Acting Chief Information Officer	M.GAZI			
Recommended by Deputy Director – Contract Management	N.Mdalavu		supported	09/10/2019
Recommended by Acting Chief Financial Officer	N. Gcingwana N. Ngingwana		recommended	15/10/2019
Recommended by Acting Deputy Director General	Z.Ganca		recommended	17/10/2019
Approved by HOD	N. Baart		EMO - USERS BEING ONEMENTED + MANAGING MECHANISM PUT IN PLACE	21/10/19
Distribution and Use of SOP	District Managers, Corporate Service Managers, Service Managers, Area Managers, Assistant Managers			