



DATE: 01 APRIL 2025

REPORT TO: EXECUTIVE MAYOR

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**1. ITEM NUMBER**

**2. SUBJECT**

**SUPPLY CHAIN MANAGEMENT:  
REPORT FOR THE PERIOD 1 JANUARY 2025 TO 31 MARCH 2025**

**VERSKAFFINGSKETINGBESTUUR:  
VERSLAG VIR DIE TYDPERK 1 JANUARIE 2021 TOT 31 MAART 2025**

**ULAWULO LOBONELELO NGEMPAHLA EKWIZIKO:  
INGXELOYESITHUBA ESISUSELA KOWO 1 KWEYOMQUNGU UKUYA  
KOWAMA 31 KWEYOKWINDLA 2025**

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**3. DELEGATED AUTHORITY**

In terms of delegation

This report is for NOTING BY

☐ **Committee name :**

☒ The Executive Mayor

☐ Council

**4. DISCUSSION**

Clause 9 of the City's Supply Chain Management Policy (SCM Policy) related to Section 117 of the Municipal Finance Management Act (MFMA) provides that a City Councillor may not be a member of a bid committee or any other committee evaluating or approving quotations or bids (tenders), nor may a City Councillor attend such a meeting as an observer.

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However, Clause 10 of this policy mentions that Council has an oversight role to ensure that the City Manager implement the City's SCM Policy.

Clause 11 records that the Executive Mayor must provide general political guidance over the fiscal and financial affairs of the City and must monitor and oversee the exercise of responsibilities assigned to the City Manager and Chief Financial Officer in terms of the MFMA.

In accordance with Clause 12 of our SCM Policy, the City Manager must submit quarterly reports within 10 days to the Executive Mayor and, within 30 days of the end of each financial year submit a report to Council, on the implementation of this policy.

- 4.1. Financial Implications ☒ None ☐ Opex ☐ Capex
- ☐ Capex: New Projects
  - ☐ Capex: Existing projects requiring additional funding
  - ☐ Capex: Existing projects with no Additional funding requirements

Policy and Strategy ☐ Yes ☒ No

Legislative Vetting ☐ Yes ☒ No

Legal Implications ☐ Yes ☒ No

Staff Implications ☐ Yes ☒ No

Risk Implications ☐ Yes The risks for approving and/or not approving the recommendations are listed below:

☐ No Report is for decision and has no risk implications.

☒ No Report is for noting only and has no risk implications.

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POPIA Compliance ☒ Yes It is confirmed that this report and the content of the annexures have been checked and considered for POPIA compliance.

## 5 RECOMMENDATIONS

IT IS RECOMMENDED THAT THE CONTENTS OF THE REPORT ENTITLED SUPPLY CHAIN MANAGEMENT REPORT FOR THE PERIOD 1 JANUARY 2025 TO 31 MARCH 2025 BE NOTED.

### AANBEVELING

DAAR WORD AANBEVEEL DAT DAAR KENNIS GENEEM WORD VAN DIE INHOUD VAN DIE VERSLAG GETITELD VERSKAFFINGSKETTINGBESTUUR: VERSLAG VIR DIE TYDPERK 1 JANUARIE 2025 TOT 31 MAART 2025.

### ISINDULULO

KUNDULULWE UKUBA MAKUQWALASELWE IZIQULATHO ZENGXELO ESIHLOKO 'INGXELO ENGOLAWULO LOBONELELO NGEMPAHLA EKWIZIKO' YESITHUBA ESISUSELA KOWO 1 KWEYOMQUNGU UKUYA KOWAMA 31 KWEYOKWINDLA 2025

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## ANNEXURES

### FOR FURTHER DETAILS CONTACT

NAME	Fabian Sepkins	CONTACT NUMBER
E-MAIL ADDRESS	<a href="mailto:Fabian.Sepkins@capetown.gov.za">Fabian.Sepkins@capetown.gov.za</a>	
DIRECTORATE	Finance	FILE REF NO
SIGNATURE : DIRECTOR	<div><div>Fabian Sepkins</div><div>Digitally signed by Fabian Sepkins Date: 2025.04.04 07:35:58 +02'00'</div></div>	

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## CHIEF FINANCIAL OFFICER

NAME Kevin Jacoby

COMMENT:

DATE

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## LEGAL COMPLIANCE

☐ REPORT COMPLIANT WITH THE PROVISIONS OF COUNCIL'S DELEGATIONS, POLICIES, BY-LAWS AND ALL LEGISLATION RELATING TO THE MATTER UNDER CONSIDERATION.

☐ NON-COMPLIANT

NAME

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DATE

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For information.


## CITY MANAGER

NAME Lungelo Mbandazayo

COMMENT:

DATE

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## EXECUTIVE MAYOR

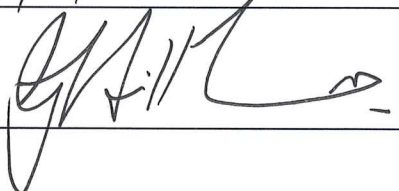
NAME Geordin Hill-Lewis

COMMENT:

DATE

07/04/2025

SIGNATURE



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## ANNEXURE 1

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### 1. STRATEGIC INTENT

- ☐ Opportunity City
- ☐ Safe City
- ☐ Caring City
- ☐ Inclusive City
- ☒ Well-run City

### 2. PURPOSE

Compliance with clause 12 of the City's Supply Chain Management (SCM) Policy.

### 3. FOR NOTING BY COUNCIL

For information of Council.

### 4. EXECUTIVE SUMMARY

This report briefly analyses the on-going implementation of the City's Supply Chain Management Policy, for oversight purposes.

### 5. OTHER SERVICES CONSULTED

Not applicable.

### 6. SALIENT DETAILS OF SUPPLY CHAIN MANAGEMENT ACTIVITIES

Major SCM activities are summarized below, for information.

## **6.1 Demand and Acquisition Management**

The Demand Management unit has been instrumental in driving the planning for tenders and contracts for the MTREF cycle. The demand plan is reconciled to the capital and operating budgets to ensure that budgets are informed by planned contracts. Regular interactions with executives and line departments take place to ensure progress is made towards the implementation of tenders City wide.

### **6.1.1 Implementation of the 2024/25 Demand Plan**

The implementation of the 2024/25 demand plan has progressed well. The total quantum of the demand plan for quarter 3 of the 2024/25 financial year is approximately 294 tenders, of which none relate to the previous financial year due to the 100% completion rate. This amounts to the same quantum of tenders on the demand plan at quarter 3 of the 2023/24 demand plan, which consisted of 294 tenders.

The demand plan is discussed in collaboration meetings with each Executive Director and their management team, together with representatives from SCM. These meetings are chaired by the CFO. The demand plan is a standing item on the agenda in order to ensure that there is full collaboration and commitment to successfully implement the demand plan. Within the SCM department, bi-weekly meetings are held with Director: SCM to monitor slippages and delays with tenders.

The tender completion rate was 96% as at the end of Quarter 3 of the 2024/25 financial year and is reflected in Table 01 below:

**Table 01: 2024/25 Demand Plan for Tenders**

The table below reflects the breakdown of the 96% of tenders completed by the different statuses.

<b>2024/25 Approved Demand Plan</b>	
Total number of tenders on approved plan	294
Number of tenders successfully awarded	220
Number of tenders cancelled	61
Number of tenders in progress	13
<b>Implementation rate</b>	<b>96%</b>

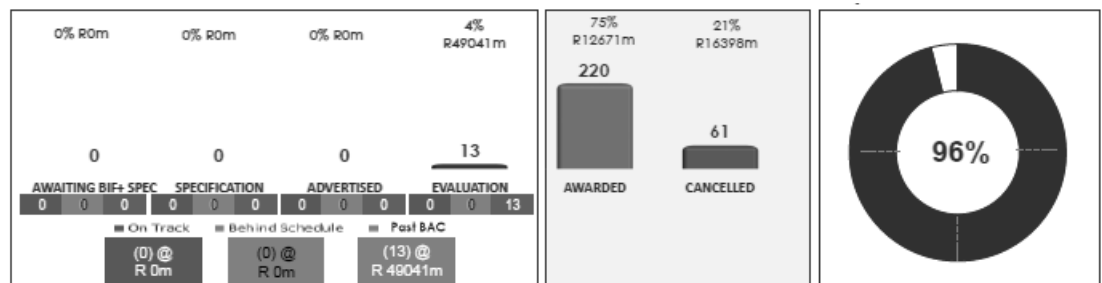
As can be seen from Table 01, 220 tenders (75%) of the total required tenders have been awarded and 61 tenders (21%) were cancelled as at 31 March 2025.

Tenders to the value R12 671 million for the financial year have been awarded, and tenders to the value of R16 398 million have been cancelled.

Figure 01 below further illustrates the above graphically with percentages and rand values per stage of the tenders on the demand plan.

**Figure 01 – Graphical View of Demand Plan (2024/25)**

Thirteen (13) tenders to the value of R49 041 million are currently still in process of finalization at different stages [Evaluation (13 tenders)]. Cancelled tenders are discussed in more detail in paragraph 6.1.3 below.



## **Measures to Improve Tender Processing**

The emphasis at this stage is to ensure that the demand plan is implemented timeously in order to support service delivery. The following steps were introduced to strengthen the implementation of the demand plan:

- Where section 33 of the MFMA is applicable, the BIF and draft specification must be submitted at least 24 months before the CRD
- All other tenders' BIF and draft specifications must be submitted at least 18 months before CRD
- Within 14 days of receiving the BIF and specification, you should assess it for completeness, agree on a timeline with the Project Manager, and update the tracking system
- The advertising period shall be in accordance with legislation and the SCM policy
- A minimum of 90 days must be provided between the targeted BAC meeting date and the CRD (to allow for appeal and contracting processes).

The Demand Plan supports the capital and operating budget spending by ensuring that all projects which requires a tender is linked to the Demand Plan for the MTREF period.

### **6.1.2 Slippage analysis per Directorate 2024/24**

The Slippage analysis indicates whether each tender is progressing through the SCM system according to plan in order to have the contract ready on time. Tenders are categorized as to whether they are on track, behind schedule or overdue (past the BAC award Date). The tender slippage analysis per directorate for the 2024/25 demand plan as at 31 March 2025 is depicted in Table 02 below.



**Table 02: Tenders not yet awarded per Directorate 2024/25**

Implementing Directorate	Number of tenders in progress	
	Overdue	Grand Total
Community Services & Health	2	2
Energy	3	3
Human Settlements	1	1
Safety & Security	1	1
Water & Sanitation	6	6
<b>Grand Total</b>	<b>13</b>	<b>13</b>

As per Table 02 above, 13 tenders are in progress of which all are past their planned BAC award date. These tenders are closely monitored to drive the conclusion thereof expeditiously.

The tender completion rate of 96% as at 31 March 2025 far exceeds the planned target of 70% for Quarter 3 of the 2024/25 financial year. A remarkable achievement due to improvement measures set in place during the prior financial years.

Detailed Demand Plan Management information is sent fortnightly to Executive Directors (ED) and monthly to MayCo members to enable management to monitor the progress and address slippages of tender processes, to ensure timeous award of contracts in support of service delivery. It is incumbent on the relevant line ED to resolve slippages and tender challenges so that capital projects and service delivery is not adversely impacted.

Table 02A below depicts the demand plan status per Directorate for all tenders assessed as overdue as at 31 March 2025.

**Table 02A: Demand Plan status – tenders overdue as at 31 March 2025**

Directorate	08. Evaluation	09. Drafting PB Report	09. Drafting Report	10. Preferred Bidder (PB)	11. Report Ready	Grand Total
Community Services & Health	0	1	1	0	0	2
Energy	0	0	2	0	1	3
Human Settlements	0	0	0	1	0	1
Safety & Security	0	0	1	0	0	1
Water & Sanitation	3	1	1	0	1	6
Grand Total	3	2	5	1	2	13

Table 02A provides a detailed overview of the 13 overdue tenders, indicating their current stages in the tender process. Processes have been implemented to prioritize and track the awards in the evaluation stage.

The approximate award values and budget source of the 13 overdue awards are depicted in Table 02B below:

**Table 02B: Budget source on tenders overdue as at 31 March 2025**

Implementing Directorate	CAPEX	CAPEX and OPEX	OPEX	Grand Total
Community Services & Health	-	R250 000 000	R40 000 000	R290 000 000
Energy	R300 000 000	-	R47 269 767 606	R47 569 767 606
Human Settlements	-	R550 000 000	-	R550 000 000
Safety & Security	-	R50 000 000	-	R50 000 000
Water & Sanitation	-	-	R581 000 000	R581 000 000
Grand Total	R300 000 000	R850 000 000	R47 890 767 606	R49 040 767 606

### 6.1.3 Cancelled tenders analysis for the period 01 July 2024 to 31 March 2025

61 tenders (21% of tenders) were cancelled to date during the 2024/25 financial year.

Table 03 below provides an analysis of the number and estimated value of tenders which were cancelled per category with reasons.

**Table 03: Cancellations for the period 01 July 2024 to 31 March 2025**

Reasons for cancellation	Number	Estimated value
No acceptable bids received	28	R9 593 328 027
PPPFA Non-Compliance	19	R3 041 300 000
No offers received	7	R2 959 861 205
Funds are no longer available	2	R640 000 000
Market related price not achieved	1	R2 500 000
No longer a need for the services, works or goods requested	4	R161 500 000
<b>Grand total</b>	<b>61</b>	<b>R16 398 489 232</b>

In the 2024/25 financial year, a total of 61 tenders, valued at R16 398m, were cancelled for various reasons. The most significant reason for tender cancellations was due to no acceptable bids being received. This accounted for 28 tenders with an estimated value of R9 593m. In these cases, either the bids did not meet the minimum compliance requirements or the technical and pricing submissions were not satisfactory.

Non-compliance with the Preferential Procurement Policy Framework Act (PPPFA) led to the cancellation of 19 tenders, with a combined estimated value of R3,041m. Non-compliance with the PPPFA may involve issues such as incorrect or missing preference points, impacting the fairness and legality of the bid process.

Seven (7) tenders, valued at R2 959m, were cancelled due to no offers being received. This often indicates a lack of market interest or capacity to deliver on the specified requirements. Line department has been advised to engage with the Demand Management unit within SCM to issue out market prompts during the advertising period, thereby sensitizing the market to procurement opportunities and mitigating the risk of no offers being received.

Two (2) tenders, valued at R640m, was cancelled due to unavailability of funds. This indicates a shift in financial priorities or budget reallocations, making it impossible to proceed with the award.

Additionally, 1 tender, valued at R2,5m, was cancelled because the market-related price could not be achieved. This points to the bids received being significantly higher than the estimated value or what is considered reasonable based on prevailing market conditions.

Four (4) tenders, with a total estimated value of R161,5m, were cancelled because there was no longer a need for the services, works, or goods requested. This can result from changes in operational strategies, which includes the City's drive to end load shedding over time and supplement the water and sanitation programs to cope with the increased demand in population growth that the City is experiencing.

Forty-four (44) cancelled tenders have been added back to the Demand Plan and are in various stages of the tender process. The remaining 17 tenders are in review to determine the most appropriate mechanism to ensure completion of the Demand Plan and continued service delivery.

This overall cancellation of tenders represents a significant impact on service delivery and infrastructure development, highlighting the challenges faced in ensuring competitive and compliant procurement processes, aligning financial resources, and maintaining an accurate demand plan.

SCM has Top 300 workshops with project managers where they are encouraged to revise and review tenders specifications and conduct market research before re-advertising these tenders, to stimulate better responses from the supplier industry. Line departments are encouraged to engage with the SCM Demand Management department to issue out market prompts.

Issuing a market prompt refers to the act of proactively notifying and informing potential suppliers and service providers about specific goods or services required by the City. It involves publicly announcing or publishing a notification to attract qualified vendors and contractors who can fulfill the identified needs of the local government.

A market prompt alerts potential suppliers that a tender is going to be advertised so that the supplier industry can prepare for bidding. The issuance of a market prompt in a local government context ensures transparency, fairness, and competitiveness in the procurement process, allowing a wide range of potential suppliers to have an equal opportunity to offer their solutions and compete for the government contract. It enables local government to obtain the best value for public funds while promoting a level playing field for businesses interested in providing goods or services to the local community.

The SCM Department follows up with project managers after the cancellation of tenders to determine the way forward. The Tender Management unit gives these tenders priority in order to ensure they are awarded as soon as possible in order to support service delivery and reduce the risk of deviations and irregular expenditure.

#### **6.1.4 Appeals analysis 2024/25**

The appeal process, which is legislated in terms of Section 62 of the Systems Act, provides a platform for bidders who are of the view that their rights have been affected, to lodge an appeal. The appeal process is independent and tests the fairness and transparency of the bid committee process.

The City received 55 appeals during the financial year up to 31 March 2025. Of these, 6 appeals was upheld, 44 appeals were dismissed and 5 appeals are pending an outcome from the Appeals Authority.

SCM is working continuously to improve processes and implement controls to ensure that the SCM system is sufficiently robust to minimize the number of successful appeals and subsequent delays in the process.

### **6.1.5 Implementation of the 2025/26 Demand Plan**

The implementation of the 2025/26 demand plan is in its early stages but progressing well with a completion rate of 36%, however there are tenders for this period which need to start within the current financial year in order to be awarded in time for implementation as required by the CRbD.

The emphasis at this stage is to ensure that tender specifications are received in order for the tender process to start and that tenders do not fall behind schedule. The SCM department prompts line departments to submit outstanding specifications. As at 31 March 2025, 2 tender specifications for the 2025/26 demand plan remained outstanding and is consequently behind schedule. The SCM unit specifically focuses on tenders for capital projects to ensure the capital objectives of the City are supported by the necessary contracts.

### **6.1.6 Strategic Sourcing (Transversal Contracts) Initiatives**

The strategic sourcing project is ongoing whereby approximately 55 tenders across various commodities and services will be consolidated into City-wide tenders. This project intends leveraging the buying power of the City as well as standardizing products and pricing for these commodities or services.

This complex multi-year project and the footprint of each individual tender envisaged in this project, is alive to the ever-changing needs of the City and the way in which the market responds to these tenders. While the outcome of reducing the number of tenders for common commodities or services is clear, the strategy applied to each tender will have its own unique characteristics.

#### **6.1.6.1 Procurement Transparency Report**

The Procurement Transparency Report was made public on 27 November 2023 by the Executive Mayor. As per the Strategy Brief 2024/25 MTREF, the next iteration of the Transparency Report is anticipated to be released in November 2025.

#### **6.1.7 SCM Bid Adjudication Committee (SCMBAC)**

The SCM Bid Adjudication Committee (SCMBAC) continues to meet weekly and remains instrumental in achieving maximum awards within a quick turn-around time. The BAC meeting is open to the public by an application for invitation through the secretariat as part of good governance.

The BAC has convened 11 meetings, via MS Teams during Quarter 3 of the 2024/25 financial year. BAC resolutions and minutes are processed within the target of 7 to 10 working days.

Strong security measures have been implemented during the quarter to safeguard BAC information and guard against unauthorized sharing of data relating to City tenders.

#### **6.1.8 SCM Bid Committees**

The BSC and BEC Chairperson appointments are for a two-year period after which the appointment is reviewed by the relevant Executive Directors. Only staff who are at a T-level 14 and above are appointed and only nominations accompanied by proof of the required SCM training are considered for appointment.

A total of 42 Bid Specification Committee (BSC) and Bid Evaluation Committee (BEC) Chairperson re-appointments were made during Quarter 3 of the 2024/25 financial year for the various Directorates.

New Bid Committee members were appointed during the financial year to ensure cross-functional representation and full compliance to the Municipal SCM Regulations (MSCMR). Continuous training is provided to ensure Bid Committee Members are informed, advised of any changes and equipped to maintain a high standard of compliance.

### 6.1.9 Procurement below R750 000

In order to procure goods or services which involves a transaction value over R2 000 and up to R750 000, written price quotations must be obtained. SCM tracks the ratio between Requests for quotations (RFQ's) that have been advertised and the number of responses received in order to establish the supplier activity in our procurement processes.

For the period 1 January 2025 until 31 March 2025, a total of 2 979 RFQ's were advertised on the City's website. 20 778 responses were received equating to an average response ratio of 6.97 for each RFQ advertised. Table 04 below refers:

Table 04: RFQ Advertisements vs Responses Received for the period 1 January 2025 until 31 March 2025

Month	Goods			Services		
	RFQ's Advertised	RFQ Responses	Ratio	RFQ's Advertised	RFQ Responses	Ratio
Jan 2025	599	5 121	8.55	133	329	2.47
Feb 2025	903	8 025	8.89	244	548	2.25
Mar 2025	806	5 991	7.43	294	764	2.60
<b>Total</b>	<b>2 308</b>	<b>19 137</b>	<b>8.29</b>	<b>671</b>	<b>1 641</b>	<b>2.45</b>

Total RFQ's advertised	2 979
Total responses	20 778
Ratio	6.97

The SCM Regulations require a minimum of three (3) responses. The ratio of 6.97 is above the minimum responses and shows that suppliers are interested in doing business with the City.



#### **6.1.10 Reporting on Specific Goals in relation to the Preferential Procurement Regulations, 2022**

Table 05 below illustrates the number of purchase orders, and their values, processed by the City for each B-BBEE status level of contributor for the period 1 January 2025 until 31 March 2025.

On 4 November 2022 (Government Gazette No. 47452, Vol. 689) was published introducing the latest Preferential Procurement Policy Framework Act (5/2000): Preferential Procurement Regulations with an implementation date of 16 January 2023. The requirements relating to B-BBEE were removed from the Regulations and replaced with specific goals requirements, meaning specific goals as contemplated in section 2(1)(d) of the Act which may include contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender and disability including the implementation of programs of the Reconstruction and Development Programme as published in Government Gazette No. 16085 dated 23 November 1994.

The change in legislation resulted in all tenders advertised after 16 January 2023, measuring the preference on specific goals rather than B-BBEE contribution status. The reporting reflects both spend against B-BBEE levels and HDI/ RDP goals approach, including how the procurement spend supports Small Medium Enterprises.

During Quarter 3 of the 2024/25 financial year, 58 tenders were awarded under the Preferential Procurement Regulations of 2022; of which 95% (55/58) of the awards were in terms of the HDI/RDP goals and 5% (3/58) awards made did not score in terms of the HDI/RDP goals.

The Table 05 below depicts the awards made per HDI/RDP category with the total award amount.

**Table 05: HDI/ RDP Total Award Value per Category for the period 01 January 2025 to 31 March 2025**

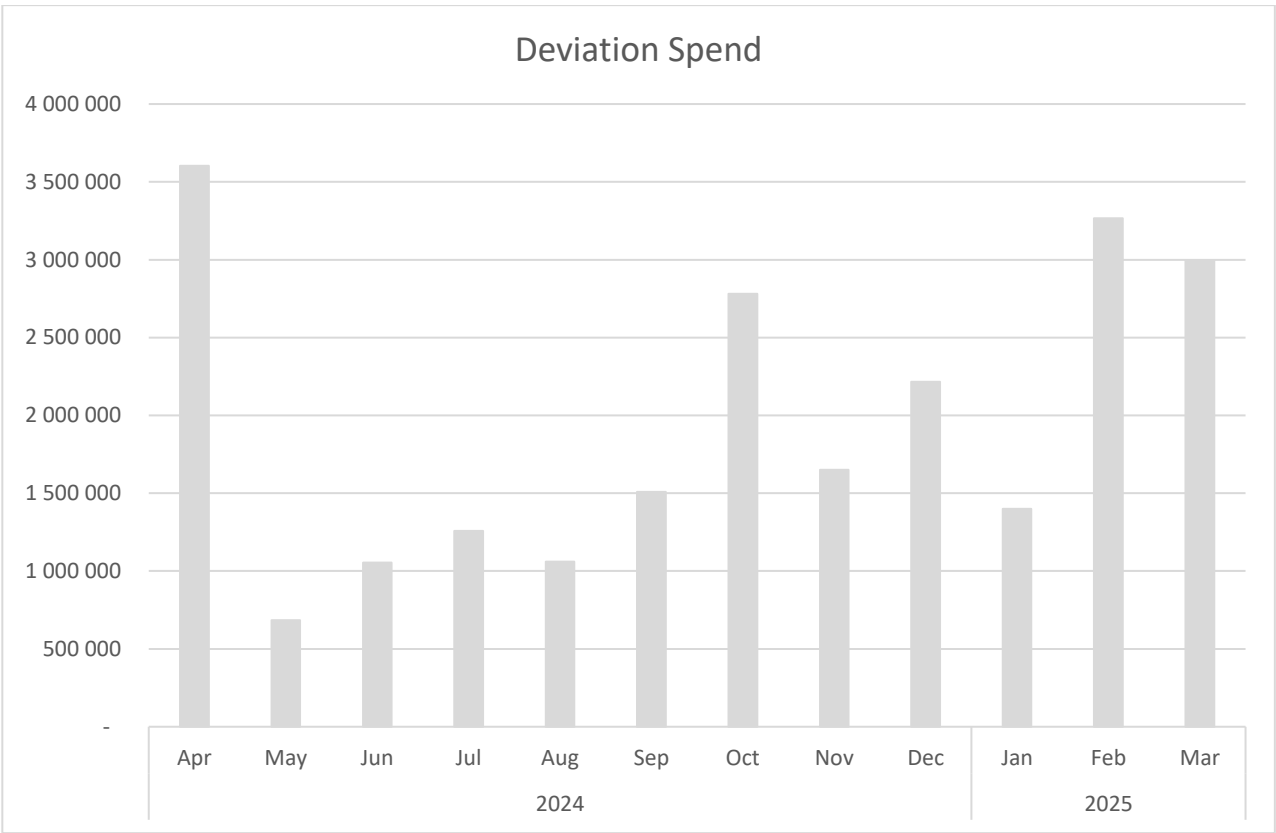
<b>HDI/RDP Goals</b>	<b>Number per Category</b>	<b>Total Award Value per Category</b>
Women	2	R41 400 000.00
Black	2	R68 061 666.98
Disabilities	0	R0
SMME	0	R0
No HDI/RDP Goal	3	R81 633 960.00
More than one HDI/RDP Goals	51	R10 658 994 382.35
<b>Total</b>	58	R10 850 090 009.33

### 6.1.11 Procurement Deviations

Deviations are approved in line with the Systems of Delegations. Ongoing initiatives to minimize deviations include SCM engaging line departments to put formal framework agreement tenders in place.

Four (4) tenders relating to repair and maintenance of fleet vehicles and equipment, and three (3) tenders for pump related maintenance and repairs have been awarded and all seven (7) tenders are active. Since the implementation, a decline in the number and value of deviations has been noted as a result of the implementation of the tenders. The results are demonstrated below in Graph 01.

**Graph 01: Decrease in deviations**



The deviations under R750 000 for the **12 month period** as at 31 March 2025 has increased by 11.8% from R20.9m to R23.5m when compared to the status in March 2024. The main contributor to the increase in the deviations are due to the revision of competitive bidding thresholds, which resulted in deviations between R200 000 and R750 000, no longer being approved by the BAC.

This is a significant achievement for the City and is reflective of a desire to ensure good governance, stimulate competition amongst suppliers and drive open and transparent processes.

## **6.2 Supplier Development, Empowerment and Management**

### **6.2.1 Supplier Empowerment (Community Based Suppliers)**

At the end of Quarter 3, there are 1 496 Community Based Suppliers, representing an increase of 9 Community Based Suppliers who have been registered on the City's database since the end Quarter 2 of 2024/25. Table 07 under paragraph 6.2.2 refers.

The monthly Community Based Supplier spending for Quarter 3 of the 2024/25 financial year is summarized as per Table 06 below.

**Table 06: Monthly Community Based Supplier Spending**

<b>Details</b>	<b>Jan 25</b>	<b>Feb 25</b>	<b>Mar 25</b>	<b>Total</b>
Number of awards	0	0	38	38
Award values	R0	R0	R34 025	R34 025

The City's demand plan achievement over the past three years (2021/22: 95%, 2022/23: 97% and 2023/24: 100%), has consequently resulted in a decrease of procurement below R750 000 (RFQ's) awarded in the financial year under review. More tenders were active in the current year, which did not necessitate the need to procure via the RFQ process. There has also been a greater trend towards the use of EPWP workers as highlighted in 6.4.3.

## 6.2.2 Supplier Management

The City's supplier database is maintained in parallel with the National Treasury Central Supplier Database. These databases provide information on accredited suppliers capable of doing business with the City and must be maintained through stringent due diligence processes to ensure compliance to SCM Regulations 44 and 45 to test conflict of interests.

The City's supplier database statistics for the period 01 January 2025 to 31 March 2025 is shown in Table 07 below.

**Table 07: Supplier Database Statistics 2024/25**

Details	Q3 Totals
Accredited Suppliers on the City Database	19 322
Central Supplier Database registered (CSD)	17 743
Total E-Procurement registered suppliers	8 154
Community Based Suppliers (CBS)	1 496

As at the end of quarter 3, the City had a total of 19 322 accredited suppliers, of which 17 743 suppliers are CSD registered. These statistics include 8 154 registered E-Procurement suppliers and 1 496 Community Based Suppliers.

The quarterly comparable new approved supplier registration statistics are included in Table 08 below.

**Table 08: New approved supplier registration statistics**

SCM supplier support Service	Jan 2025	Feb 2025	Mar 2025	Total
CSD new registrations	51	79	60	190
New suppliers created	51	79	60	190

A total of 190 new supplier registration applications were approved for quarter 3 of 2024/25.

### 6.2.3 Due Diligence processes

Continuous due diligence reviews are being performed to ensure compliance with clauses 44 and 45 of the Municipal SCM Regulations. Controls have been put in place to ensure that the City does not do business with any person in service of the state. A dual verification process ensures the completeness of both the declaration of interest process and the family reporting note in the financial statements. The Consumer Profile Bureau reporting tool is being used to perform due diligence checks on both the staff and suppliers. All City staff and Councilors declaration/s of interest/s are assessed for possible conflicts to the SCM system. Where conflicts are detected due to misrepresentation or incorrect information supplied to the City, relevant action is taken.

As per Table 09 below, a total of 6 833 staff declaration/s of interest/s were assessed by SCM during quarter 3 of 2024/25.

**Table 09: Staff Declaration of Interest (DOI's) and Private Work applications reviewed during the 2024/25 financial year**

<b>Applications and declarations reviewed by SCM</b>	<b>Number</b>
Electronic DOI's	5 785
Manual DOI's and private work applications	1 048
<b>Total</b>	<b>6 833</b>

As stipulated in MSCM Regulation 45, the City is required to report on all awards over R 2 000 made to a person who is a spouse, child or parent of a person who is in the service of the state or has been in the service of the state in the previous 12 months. Systems and procedures are in place to track and monitor potential conflicts of interest with City officials and employees in the state. There is a dependency on the central supplier database for completeness of data relating to all state employees in order to detect potential conflicts.

Staff non-disclosure cases are referred to Executive Directors to investigate in order to ensure that the declared relation/s do not pose a conflict to the procurement processes. Where required, if conflicts are detected with City officials and vendors, these are reported to Forensic Services to investigate. Necessary action is then taken against defaulters.

#### 6.2.4 Supplier Performance Management

Supplier performance management is monitored on the City's internal monitoring tool namely the "*Red List*" which tracks information on suppliers who are not performing satisfactorily or who have possibly committed abuse of the SCM system.

**Table 10: Supplier Performance Management for 01 January 2025 to 31 March 2025**

<b>Defaulting and Poor Performing Suppliers</b>	<b>Details</b>
Poor performance	2 suppliers
Collusion	5 suppliers
Abuse	6 suppliers
False Declaration	1 Supplier
Non Delivery	2 Supplier
<b>Total</b>	<b>16 suppliers</b>

All the above suppliers have been registered on the "Red list" in the respective categories, where applicable. The following is in respect of Quarter 3:

- Two (2) cases relating to **poor or non-performance** has been flagged on the redlist for noting and consideration, prior to any subsequent awards being made to the respective supplier(s);
- Five (5) cases relating to **Collusion** has been flagged on the red list for noting, prior to any subsequent awards being made to the respective supplier(s);
- Six (6) cases relating to **abuse** has been flagged on the red list, of which three (3) are being assessed for restriction from doing business with the City, prior to any subsequent awards being made to the respective supplier(s);
- One (1) case relating to **False Declaration** has been flagged on the red list for noting, prior to any subsequent awards being made to the respective supplier(s).
- Two (2) cases relating to **Non Delivery** has been flagged on the red list for noting, prior to any subsequent awards being made to the respective supplier(s).

Matters are referred to Legal Services and / or Forensic Services for further action where required. Such suppliers may be reported to the National Treasury in instances where the supplier must be considered for national restriction on the Central Supplier Database.

### 6.3 Inventory and Stores Management

The primary objective of the Inventory and Stores Management (ISM) division is to supply the City's user departments with the right quantity and quality of materials at the right time. This is done to facilitate the efficient delivery of services to the inhabitants of Cape Town. ISM seeks to maintain a healthy balance between inventory levels and working capital investments.

In total, the City has 34 different stores and 18 Fuel sites. There are 13 460 different materials and 23 784 bins maintained.

#### 6.3.1 Stock comparative results

Comparative results for the last two financial years are indicated in Table 11 below:

**Table 11: Results for Quarter 3 - 2024/25**

Quarter 3	Stock value at end of quarter (R)	Average stock value during quarter	Usage value during quarter	Annualised stock turns	Number of transactions during quarter
		(R)	(R)		
2023/24	581 307 690	593 841 542	331 241 796	2.21	186 764
2024/25	599 680 937	601 904 924	298 795 408	1.99	185 947
<b>% Change</b>	<b>3.16%</b>	<b>1.36%</b>	<b>- 9.78%</b>	<b>-0.22</b>	<b>- 0.44%</b>

The quarterly comparable stock value increased by 3.16% (01 Jan 2025 to 31 March 2025 compared to 01 Jan 2024 to 31 March 2024). Inventory increased by R18m due to rising supplier costs from inflation driven by higher fuel prices, and increased electricity tariffs. Supply chain disruptions, such the ongoing port congestion further increased stockholding requirement to meet service delivery demands.

The stock turn ratio declined from 2.21 in Quarter 3 of the previous financial year, to 1.99 in Quarter 3 of this year. This was mainly attributable to the notable 9.78% decline in demand for inventory goods in the comparable Quarters. The financial impact was significantly minimized due to the effective controls and processes in place. To optimize working capital and prevent overstocking, ISM's management implemented rigorous material requirements planning processes, ensuring reducing the need for inflated ordering, and allowing for more precise, demand-driven requests while preventing stock outs.



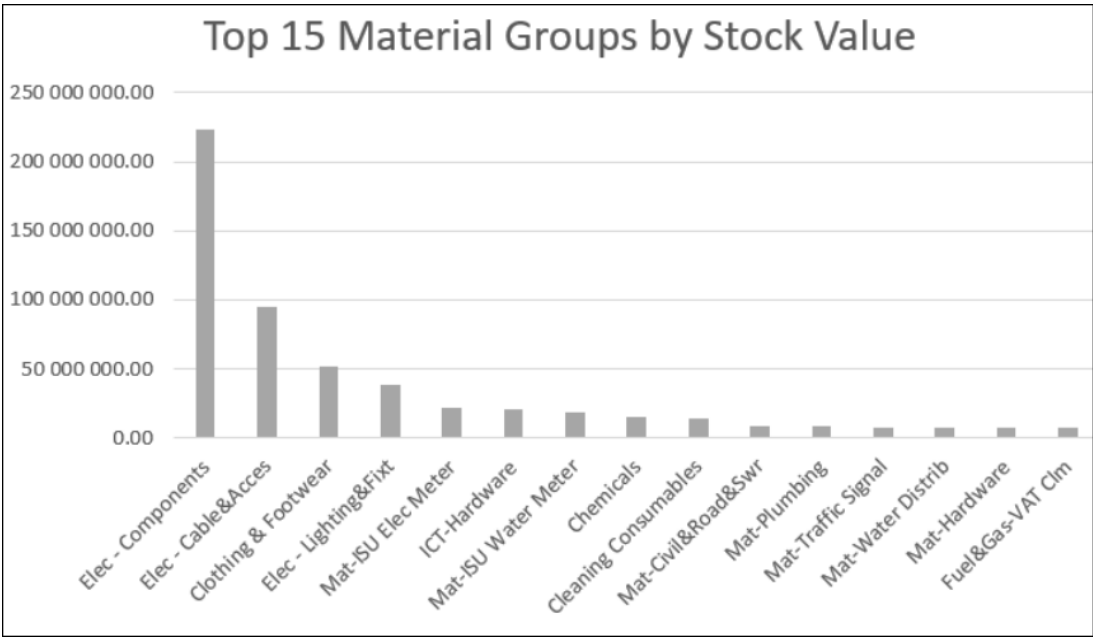
The quarterly usage value decreased by R32.45 million, indicating the 9.78% drop in overall demand (01 Jan 2024 to 31 March 2024 compared to 01 Jan 2025 to 31 March 2025). The reason was mainly attributable to the significant reduction in demand for chemicals required for the water purification process, refuse bags, fuel, asphalt and electrical goods. In Quarter 4 of 2024/25, ISM will undertake a review of inventory usage values to assess reasons for reduced demand and its impact.

ISM inventory transactions declined by 0.44% compared to the third quarter of the previous financial year, driven by reduced demand and its subsequent effect on transaction volumes.

**6.3.2 Top 15 Material Groups - Stock Value as at 31 March 2025**

Graph 02 below indicates the relative importance of the Top 15 material groups in terms of stock / rand value in the third quarter of 2024/25.

**Graph 02: Top 15 Material Groups Stock Values as at 31 March 2025**



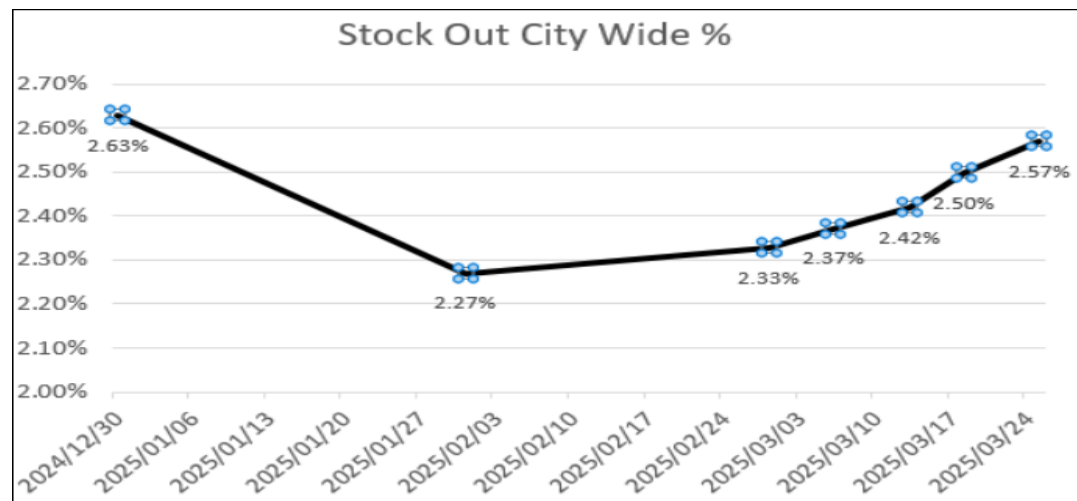
Graph 02 highlights the top 15 material groups, which account for 91% (R546m) of the total inventory holding value of R599m. Notably, electricity-related goods make up 69% (R378m) of this inventory, with a stock turnover rate of 1.92, primarily due to strategic stock held for upcoming projects with long lead times. The remaining 31% (R167m) demonstrates strong inventory performance, achieving a turnover rate of 3.41, reflecting efficient inventory management.

### 6.3.3 Stock out percentages as at 31 March 2025

The stock out percentage decreased from 2.63% at the beginning of Quarter 3 to 2.57% as at 31 March 2025. Suppliers have faced difficulty in sourcing imported goods for manufacture and resale due to port congestions. However, the reduction in stock out occurrences, reflects progress in the right direction that is driven by consistent and proactive engagements between ISM and suppliers, which have improved supply chain visibility and facilitated advanced contingency planning to ensure continuity in service delivery.

Graph 03 below indicates the stock out percentage as at the end of Quarter 3 of the 2024/25 financial year.

**Graph 03: Stock out City wide % as at 31 March 2025**



The stock availability achievement as at the end of Quarter 3 was 97.43%. This represents an over-achievement of 5.43% against the target of 92%. SAP Material Requirements Planning (MRP) is regularly reviewed and contracts are implemented timeously to ensure that stock is readily available as and when needed. Continued implementation of contracts and regular review of MRP will ensure the target is consistently achieved.

Regular engagements with user departments are held to review the current stock levels and to determine the acceptable minimum stock levels to be maintained by the stores.

## 6.4 Supply Chain Management Overall

### 6.4.1 Risk Management

The SCM risk registers and mitigating plans are reviewed during Quarter 1 and Quarter 3 each year. Additional controls which relates to the reputational damage due to corporate crime (corruption, fraud and misconduct) as well as reputational damage due to potential supplier collusion, fraudulent behavior and abuse of the SCM Policy were included in the risk register during the 2024/25 Quarter 1 review. SCM is satisfied that known risks are being adequately managed and monitored. The latest update to the Fraud Transversal Risk register was approved in September 2024 whilst the Finance: Supply-Chain Management risk register was approved on the 28<sup>th</sup> March 2024.

### 6.4.2 Disposal Management

The SCM Demand & Disposal unit is responsible for the disposal of redundant movable assets and scrap. Disposal of scrap metals, oil, paper and transformers is achieved through competitive contracts with dealers in these categories of scrap.

The revenue generated for each of these categories is reflected in Table 12 below. Movable assets are disposed through an auction process conducted by a professional auctioneer who has been appointed through a competitive SCM process.

**Table 12: Disposal revenue for the period 01 January 2025 to 31 March 2025**

Category	Revenue R
Disposal of scrap metals	1 830 134.39
Disposal of waste paper	46 996.34
Disposal of oils	79 707.96
Disposal of Scrap Transformers	413 551.00
Auction	800 000.00
<b>Total</b>	<b>3 170 389.69</b>

As can be seen in Table 12, a total of R3 170 389.69 disposal revenue was generated for the quarter 3 of the financial year. The next auction is tentatively scheduled to take place in May 2025.

### 6.4.3 SCM Capacitation and Development

The SCM business improvement strategy, which focus is to provide an effective and efficient SCM service to the City, *inter alia*, provides for the staffing of the SCM unit with suitably qualified and experienced employees.

For the period 01 January 2025 to 31 March 2025, the SCM department made 17 permanent appointments. Breakdown details are as follows:

Functional Area	Designation	Number of post
Tenders and Contracts	Senior SCM Practitioners	3
	Professional Officer	1
	Assistant Professional Officer	1
	Senior Clerk	2
Demand Planning and Supplier Administration	Administrative Officer 3: HR Support	1
	Specialist Clerk	1
	Senior Clerk	1
Procurement	Senior Clerk	4
Inventory and Stores Management	Senior Stores Assistant	1
	Senior Professional Officer	1
	Professional Officer	1
<b>Total</b>		<b>17</b>

During the period ending 31 March 2025, the SCM department had 20 active EPWP workers employed within the department.

The SCM staff establishment consists of **386 approved positions** (which includes **10 graduate APOs** and **10 Student positions**). At the end of March 2025, there were **31 vacant positions (including 2 Graduate APOs & 1 Student opportunities)** of which 5 have already been filled.

It should be noted that offers were made to officials for the following positions. The employment period will commence in April 2025.

- 1 x Specialist Clerk

The loss of SCM skills to other parts of the organization still remains a challenge. People move particularly out of the Tenders space due to the high risk and high pressure in this space. Management is looking to address this through a change and retention plan. To fill scarce skills, open recruitment, referral and head hunting is being conducted.

To support the growth of the capital budget which would consequently result in an increase volume of future tenders, additional Senior Practitioner positions have been created to provide relieve on the current staff compliment.

#### **6.4.4 SCM Audit Action Plan and AGSA**

The Procurement Excellence and Governance Unit track the audit action plan regularly. The annual AGSA external audit for the 2023/2024 financial year been finalized. The SCM department has developed an audit action plan which is aimed at addressing audit findings and mitigating risks in the compliance processes.

All audit actions emanating from 2022/23 audit action plan were implemented. The audit action plan emanating from the 2023/24 audit has been developed, of which some of the actions required has already been implemented, with the remainder of the actions due by the end of the 2024/25 financial year.

Pro-active measures are ongoing in preparation for the following AGSA audit cycle.

#### **6.4.5 Management Interventions**

An Orientation Program was developed for on-boarding new SCM staff within Tenders and Procurement Section to assist with quick induction and learning of City procedures and processes. Workshops with the Top 200/300 project managers and monthly working groups with line departments commencing in quarter 3 of 2024/25, are held in order to sensitize the line directorates on key matters.

A drive towards implementing an SCM Management culture of accountability, good governance and efficiency is being instilled as part of the SCM roadmap, change journey and vision.

The Procurement Excellence and Governance Unit assists the SCM Director to drive departmental culture programs which has been created to address the outcome of the City Pulse and internal survey results. These programs deal with a new culture and the change process, staff motivation, productivity etc. and is closely monitored.

Each department within SCM has a committee representing their branch and the process is underway to draft a culture plan for 2024/25 and is in progress.

SCM is also supporting the CFO Collaboration meetings as well as partaking in the newly implemented Efficiency Barometer process, measuring 7 key areas in the SCM environment.

SCM continues to drive its seven pillars of Culture Shift, Motivated and Productive

Staff, Centre of Excellence, Skills Development, Project Based SCM, E- Procurement and becoming a Strategic support function that supports Core business.

A key journey towards Digitization of Tenders has begun in 2022. The vision is to design and automate supply chain tendering, demand planning, supplier/ vendor management, ordering processes, bid committee processes. This is aimed of making the cost of doing business cheaper for suppliers, increasing efficiency and speed in tenders and improved audit trails. A tender, calling the market to respond to bids for the supply, installation and maintaining a supply chain management solution (demand management, supplier on-boarding and sourcing), was issued to the market in Quarter 1. It is anticipated that an e-tendering system will be piloted by December 2025.

#### **6.4.6 Supply Chain Management Policy review**

The amended SCM Policy, 2024 was approved by council on 5 December 2024. The Procurement Excellence & Governance unit has rolled out the amendment made.

The current policy review was approved by council on .27 March 2025.

It is anticipated that the next policy review will commence in quarter 1 of 2025/26.

#### **FOR FURTHER DETAILS, CONTACT:**

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