

Guidance Note	Forms and Precedents	Checklists	Other Resources
1. UNDERSTANDING PROCUREMENT LAW			
1.1 Origin of procurement			
1.1.1 Nature and purpose of procurement law			United Nations Convention of CISG Supply chain management: A guide for accounting officer or authorities
1.1.2 Overarching principles of the Constitution			
1.1.3 Section 217 of the Constitution			
1.2 Legal framework of procurement			
1.2.1 Public Finance Management Act		PFMA Checklist for public entities	
1.2.2 Local Government: Municipal Finance Management Act			
1.2.3 Preferential Procurement Policy Framework Act and Regulations	B-BBEE sample affidavit		B-BBEE allocation of points system Formula for 90/10 points preference system Formula for 80/20 points preference system B-BBEE levels B-BBEE reporting template for State Organs B-BBEE reporting template for SETAs B-BBEE reporting template for JSE listed companies Five elements of B-BBEE
1.3 Principles governing procurement			
1.3.1 Integrity		Code of conduct criteria	Supply chain code of conduct Guiding ethical principles for procurement
1.3.2 Transparency			
1.3.3 Accountability			Accountability landscape Whistle blowing booklet Information brochure on the National Anti-corruption hotline
1.3.4 Fair treatment			

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1.3.5 Fraud and corruption	Fraud policy sample Letter to unsuccessful tenderer Letter to successful tenderer Whistle blowing policy Declaration of conflict of interest Declaration confirming the absence of a conflict of interest	Checks and balances for tender documents.	Guiding ethical principles for procurement
1.3.6 Fair discrimination			
1.4 Broad Based Black Economic Empowerment			
1.4.1 Empowerment	B-BBEE sample affidavit Enterprise development agreement		B-BBEE levels B-BBEE reporting template for State Organs B-BBEE reporting template for SETAs B-BBEE reporting template for JSE listed companies Five elements of B-BBEE

2. ROLE PLAYERS**2.1 Accounting officer roles**

2.1.1 The relevant accounting officers and appointments	Employment contract for a fixed term Employment contract in terms of section 12 of the PSA Employment contract in terms of Public Service Regulations		
2.1.2 The role of the accounting officers			Procurement delegation of authority Accounting officers guide to the PFMA Accounting officers instruction note regarding accounts Annexure D examples of unauthorised expenditure

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2.1.3 Reporting of financial activities by accounting officers			National treasury demand plan template
2.1.4 Delegation of duties by accounting officers	Delegations in terms of section 44 of the PFMA		Threshold values for procurement
	Delegations in terms of the Treasury Regulations		Register for delegation decisions
2.2 Professional bodies			
2.2.1 Relevant procurement bodies		Criteria for professional designation registration	
		Criteria for professional body recognition	
2.2.2 Qualifications and standards required for professional bodies	Code of ethics template	Criteria for professional designation registration	South African Qualifications Authority
		Criteria for professional body recognition	

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			Heat map assessment tool
			Risk mitigation plan
3.4.2 Supply chain risk assessment	Supply chain risk assessment template	List of risk factors	Heat map assessment tool
	Risk assessment action plan		Risk mitigation plan
		Questions for risk assessment	
3.4.3 Monitoring and compliance	Risk register template	Risk register components	
3.4.4 Risk management framework	Risk treatment schedule and plan		Risk evaluation steps (PDF)
3.5 Standards and target setting			
3.5.1 Framework governing standards and targets	Standard operating procedure template	Procurement key performance indicators	List of published standards by SABS
		Contents of a procurement policy	Framework for managing programme performance
3.5.2 Balance scorecard			Performance scorecard

3. PROCUREMENT STRATEGY			
3.1 Strategy development			
3.1.1 Strategic positioning and supplier mapping		Business case checklist	SWOT analysis
			PESTELE analysis
			Stakeholder mapping
3.1.2 Procurement structure development			Four quadrant model
3.2 Capacity development			
3.2.1 Process involved in capacity development			SMART model
			Capacity development process
3.3 Value strategy			
3.3.1 Procurement value			
3.3.2 Principles that govern and determine procurement strategic value			SWOT analysis
			PESTELE analysis
3.4 Procurement risk management			
3.4.1 Risk identification	Risk identification template		Risk assessment template
			Classification of risk likelihood

4. DEMAND MANAGEMENT			
4.1 Application of demand management			
4.1.1 Demand management process			The difference between forecasts and plans
			Annual demand plan for treasury
4.1.2 Demand management system		Questions for forecasting	Demand management tools
4.1.3 Aspects of a procurement budget			Cost to company calculation
4.1.4 Demand management outcomes			

5. FUNDAMENTAL PROCUREMENT PROCESSES			
5.1 Internal procurement process			
5.1.1 Principles governing internal procurement		Principles to be met when exercising the right of first refusal	Supply chain management: A guide for accounting officer or authorities
5.1.2. Monitoring and benefits of internal procurement			Procurement monitoring process diagram
5.1.3 Understanding the procurement cycle		Annual procurement plan requirements	Procurement cycle
			Procurement process diagram

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5.2 Intergovernmental procurement process			
5.2.1 Framework governing intergovernmental procurement			Intergovernmental relations diagram
			Supply chain management: A guide for accounting officer or authorities
5.2.2 Guiding principles and policy support		Aspects of roles and responsibilities	Supply chain management: A guide for accounting officer or authorities
			Guidelines on provincial-local intergovernmental relations
5.2.3 Implementation process			
5.3 Establishment of panels and databases			
5.3.1 Principles for establishing databases and panels	SALGA supplier database registration form		Supply chain management: A guide for accounting officer or authorities
			Department of National Treasury - Central supplier database
			Department of National Treasury - Restricted suppliers database
5.3.2 Database or panel implementation process		Criteria for selecting suppliers for development	Four quadrant model
5.3.3 Reviewing and reporting of databases utilisation			
5.4 Procurement cards process			
5.4.1 Principles governing the use of procurement cards			
5.4.2 Implementation process and monitoring	Whistle blowing policy		
5.4.3 Application and use of a procurement card	Sample procurement card application form		
	Procurement cardholder agreement		
	Procurement card policy		
5.5 Quotation process			
5.5.1 Framework governing the quotation process	Request for quotation		Threshold values for procurement
			Practice note SCM 8 of 2007

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5.5.2 Quotation submissions	Bidding documents declaration		Flowchart of the quotation process
	Price quote template		
	Request for quotation		
5.6 Tender process			
5.6.1 Framework governing the tender process	Request for proposal template		
	Expression of interest application form		
	Request for expression of interest		Categories of evaluation criteria
			Sample of request for proposal
5.6.2 Principles and policy support for tenders		Questions for determination of the functionality test	B-BBEE levels
			B-BBEE reporting template for SETAs
			B-BBEE reporting template for JSE listed companies
			B-BBEE reporting template for State Organs
			Formula for 90/10 points preference system
			Formula for 80/20 points preference system
			Five elements of B-BBEE
5.6.3 Tender implementation process	Evaluation pricing template		
	Letter to unsuccessful tenderer		
	Letter to successful tenderer		
	Tender notice		
	Tender process template		
5.6.4 Tender risk management	Declaration		Steps in tender risk management process
	Declaration of bidders past supply chain interactions		
	Risk rating template		

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6. SOURCING AND MANAGEMENT			
6.1 Stakeholder management			
6.1.1 Stakeholder analysis			Stakeholder mapping Stakeholder analysis matrix Diagram of stakeholder interests
6.1.2 Project charter development			Project charter
6.1.3 Stakeholder engagement plan			Engagement plan
6.1.4 Needs analysis		Factors to be considered when conducting a needs analysis Annual procurement plan requirements	
6.1.5 Cross functional teams			Stakeholder mapping
6.2 Spend management			
6.2.1 Spend analysis		Spend analysis questions	Four quadrant model Simplified spend information Commodity breakdown Quick reference guide to reduce procurement spend Reference guide to tracking savings and benefits of procurement activities
6.2.2 Contract analysis			
6.2.3 Business and process analysis			
6.2.4 Specification review		Minimum specification standards Resource specification framework checklist	Glossary
6.2.5 Total costs of ownership			Total cost of ownership model Cost to company calculation
6.2.6 Make or buy principles		Questions for high impact decisions	Steps for a make or buy decision
6.3 Market management			
6.3.1 Market forces analysis		Factors for approaching the market	Porters five forces
6.3.2 Supply industry analysis			Porters five forces
6.3.3 Market share principles			

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6.4 Strategy development			
6.4.1 Different sourcing strategies			
6.4.2 Four quadrants principles			Four quadrant model Strategic sourcing guide
6.4.3 Commodity strategy development			Four quadrant model
6.4.4 Go to market options and approvals		Requirements for open tendering	Treasury Regulations Formula for 90/10 points preference system Formula for 80/20 points preference system
6.5 Negotiation management			
6.5.1 Negotiation planning and resource allocation		Planning for negotiations	Negotiation manual Negotiation meeting agenda
6.5.2 Negotiation strategies and implementation		Questions for planning a negotiation	Key strategies in negotiation Negotiation meeting agenda
6.5.3 Challenges during the negotiations			Negotiation manual
6.6 International sourcing			
6.6.1 Framework for international sourcing			Four quadrant model
6.6.2 International sourcing risks		Types of international sourcing risks	

7. SUPPLIER RELATIONSHIP MANAGEMENT			
7.1 Fundamental supplier relationship concepts			
7.1.1 Supplier relationship management principles			Supplier selection framework
7.1.2 Supplier relationship management pillars and process			Supplier relationship management process Supplier preference matrix Supplier relationship management matrix

Guidance Note	Forms and Precedents	Checklists	Other Resources
7.1.3 Segmentation methods		Questions for supplier segmentation analysis	Supplier segmentation
		Supplier segmentation checklist	Four quadrant model
7.1.4 Supplier performance measurement principles			Collecting supplier information template
			Supplier performance engagement model
7.1.5 Continuous improvement	Suppliers performance assessment		Continuous improvement plan
7.1.6 Customer of choice			
7.2 Supplier development and supply base localisation			
7.2.1 Principles for supplier development		Criteria for selecting suppliers for development	Supplier preference matrix
			Supplier selection framework
			Common supplier development process
7.2.2 Rationale for supplier development			Supplier development programme implementation plan
7.2.3 Supplier development process	Buyer supplier agreement	Buyer and supplier agreement key indicators	Supplier segmentation matrix
	Supplier contract	Criteria for selecting suppliers for development	Supplier selection framework
			Supplier development programme flowchart
7.2.4 Types of supplier development programmes			Common supplier development process
7.2.5 Risks to supplier development		Criteria for selecting suppliers for development	Supplier development programme implementation plan
		Supplier selection criteria for development programmes	
7.2.6 Steps involved in local procurement	Procurement policy		Local procurement implementation plan.
	Form SBD 6.2 - Declaration certificate for local production and content		Guide document for calculation of local content

Guidance Note	Forms and Precedents	Checklists	Other Resources
	Form MBD 6.2 - Declaration certificate for local production and content		Procurement local accord
	Procurement policy framework		GCIS procurement policy
7.2.7 Principles of supply base localisation			Procurement local accord
			Implementation guide for Preferential Procurement Regulations 2017
7.2.8 Developing the local market		Criteria for selecting suppliers for development	Market development plan

8. CONTRACT MANAGEMENT

8.1 Contract management principles

Guidance Note	Forms and Precedents	Checklists	Other Resources
8.1.1 Types of procurement contracts			
8.1.2 Contract terms and conditions	Contract for the supply of goods or services	Contract formulation	
8.1.3 Statement of work and service level agreement			
8.1.4 International commercial terms			Categorisation of incoterms
			United Nations Convention of CISG
8.1.5 Roles and responsibilities in contract management			
8.1.6 Conflict resolution guidelines		Alternative dispute resolution process	
8.1.7 Contract performance management	Declaration of bidders past supply chain interactions	Questions for supplier segmentation analysis	Supplier performance reporting metrics

8.2 Transversal contracts

Guidance Note	Forms and Precedents	Checklists	Other Resources
8.2.1 Framework governing transversal contracts			SITA guidelines
			SITA General Regulations
			Treasury Regulations
8.2.2 Reporting and monitoring	Letter of request for participation		

9. SOURCING AND LOGISTICS

9.1 Supply chain operations

Guidance Note	Forms and Precedents	Checklists	Other Resources
9.1.1 Key aspects involved in supply chain operations	Purchase order		

Guidance Note	Forms and Precedents	Checklists	Other Resources
	Asset register		
	Asset disposal register		
9.1.2 Processes of supply chain operations			Supply chain management code of conduct
9.2 Stock management			
9.2.1 Types of stock			Stock carrying calculation template
9.2.2 Warehouse stock management		List of equipment	Factors to consider when managing a warehouse
			Warehouse structure
9.2.3 Stock replenishment process			
9.2.4 Determining stock and safety levels			Four quadrant model
9.2.5 Enterprise resource planning			

Guidance Note	Forms and Precedents	Checklists	Other Resources
9.3 Disposal and reverse sourcing			
9.3.1 Asset disposal guiding principles	Acknowledgement of receipt of goods		Terms used in disposals
	Asset register		Procedure for disposing of an asset
	Asset disposal register		Asset disposal document
9.3.2 Reverse logistics outcomes		Return process for reverse logistics	Steps involved in the reverse logistics process
9.3.3 Asset management		Information for asset register	Asset disposal document
9.3.4 Value for money			Formula for calculating profit and loss
			Annual demand plan for treasury
9.3.5 Auctions		Factors to consider when selecting a service provider	Four quadrant model