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# GSP II Reflection Learning Sharing

## Public Procurement

### Supply Chain Management Policies and Standard Operating Procedures for Sustainable Service Delivery

#### Joint efforts for improved service delivery

After 3 years of project implementation participating municipal officials in the Eastern Cape and Mpumalanga feel particularly proud because they developed appropriate Supply Chain Management (SCM) policies and Standard Operating Procedures that speak of best practice. This intervention, facilitated by an SCM expert, allowed for the development of individual and organisational capacity throughout the Supply Chain Management process and ensured ownership and sustainability.

#### Overview

The Organisational and Individual Capacity Development for Public Procurement (OICDPP) project specifically aimed to improve supply chain management (SCM) organisational and individual capacity within the eight partner municipalities in the Eastern Cape and Mpumalanga. These municipalities are City of Mbombela, Ehlanzeni District Municipality, Steve Tshwete Local Municipality, and Thaba Chweu Local Municipality in Mpumalanga and Amathole District Municipality, Chris Hani District Municipality,

Raymond Mhlaba Local Municipality, and Inxuba Yethemba Local Municipality in the Eastern Cape.

The objectives were:

- To strengthen the policies and standard operating procedures (SOPs) governing the implementation of SCM within the partner municipalities.
- To contribute to creating municipal procurement systems that are fair, equitable, transparent, competitive and cost effective.

#### What was done

The municipal officials of partner municipalities, together with the experts, jointly developed an SCM policy and standard operating procedures (SOPs) that are current and responsive to the municipal environment. Throughout the process the product owners contributed to the improvement of the institutions they serve, as well as their personal capability. Officials from all partner municipalities indicated that best practice Standard Operating Procedures allowed everyone to understand exactly what needed to be done to ensure compliance. The drafting of municipal-spe-





cific SCM Policies created a sound basis for each municipality to contribute to creating municipal procurement systems that are fair, equitable, transparent, competitive, and cost effective.

- A fundamental component of the project approach was its design in accordance with the Capacity WORKS management model. This meant that the prioritisation, planning, and implementation were dependent on prior agreement with the municipal management. Coherent cooperation, mutual responsibility, coaching, and collaboration contributed to the co-creation of the content.

Critical success factors included:

- Authorisation by the municipal management.
- Joint development process by the product owners (relevant officials) and the expert.
- Approval and adoption to institutionalise the SCM policy and SOPs.
- Awareness and training of relevant municipal officials.

## What was achieved

The project resulted in:

- An SCM policy and SOPs that are current and responsive to the municipal environment.
- An SCM policy and SOP's that govern good practices and provide a framework for implementing public procurement in compliance with the legislative and regulatory requirements.
- Improved individual and organisational capacity through the development process.
- Enhanced performance of officials and the municipality thereby contributing to improved service delivery.

The Governance Support Programme (GSP II) is a Technical Cooperation programme co-steered at national level in a partnership between the Department of Cooperative Governance (DCoG), the National Treasury (NT), the Department of Public Service and Administration (DPSA), the Department of Planning, Monitoring and Evaluation (DPME), and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the latter responsible for the implementation of the German development contributions on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). The programme was co-financed by the United States Agency for International Development (USAID) and the Department for International Development of the United Kingdom (DFID).

The GSP II provided technical, policy and process advice to support the South African public sector. The programme strengthened capacity for local government planning, financial management and oversight and was executed in the Provinces of Mpumalanga and Eastern Cape.

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Country Office South Africa  
Government Support Programme (GSP II)  
P.O. Box 13732, Hatfield 0028  
Hatfield Gardens, Block C, 2nd Floor,  
333 Grosvenor Street  
Pretoria, South Africa  
Phone: +27 (0)12 423 5900  
Fax: +27 12 342 0185  
giz-suedafrika@giz.de  
www.giz.de/southafrica

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