

	A	B	C	D	E
1			Q1	Q2	Q3
2	Respondent	Rank, Department & Responsibility	<i>What is your understanding of the supply chain management policy framework (SCMPF)?</i>	<i>What is the supply chain management policy and how is it related to the SCMPF?</i>	<i>How does the supply chain function enable service delivery at the metro?</i>
3	1	Manager. Electricity and Energy Directorate. Responsible for operations and administrative functions of the directorate.	Supply chain management policy framework is a structure designed to regulate supply chain management processes within an organisation	SCM policy provides guidance and regulates procurement business operations at Nelson Mandela Bay Municipality. SCM Policy must be in line with the SCM Regulations and SCM Policy Framework	Some of the supply chain's functions include design and implementation of supply chain processes, resourcing the municipality and ensuring that all policies governing the operations of the organisation are complied with at all times. This enables the supply chain unit to support the broad business objectives of delivering a quality service to the residents of NMBM. However, some of the NMBM supply chain processes that are in operation, such as the tendering process are not reliable. This has negative repercussions on the quality of goods and services procured which ultimately adversely affects the service delivery.
4	2	City Manager. Accounting Officer. Responsible for the financial management and financial systems of the municipality	Supply Chain Management Policy framework is a structure designed to regulate supply chain management processes within an organisation	SCM policy regulates SCM processes of the municipality. Therefore it regulates how the procurement process should be done.	
5	3	Deputy Director. Safety and Security Directorate. responsible for operations of the Municipal Court	Supply chain management policy framework regulates and guides how government procurement processes should be done and is based on MFMA and SCM regulations.	SCM policy provides guidance and regulates procurement business operations at Nelson Mandela Bay Municipality. SCM Policy must be in line with the SCM Regulations and SCM Policy Framework	Supplier selection is one of the key functions of SCM unit that has to be applied objectively in order to source goods and services from providers that have the capacity, knowhow and can deliver the right quality. In my view supplier selection at NMBM is not objective as it favours providers who lack capacity and skills to develop desired products.
6	4	Deputy Director. Corporate Services. Responsible for projects and maintenance of municipal property.	Supply chain management policy framework regulates and guides how government procurement processes should be done and is based on MFMA and SCM regulations.	SCM policy promotes and ensures that NMBM practices are fair, transparent, and equitable. It also enables the delivery of a quality service to the residents and ensures that good value for money is achieved	
7	5	Executive Director. Public Health Directorate. Responsible for managing performance of Public Health including waste management, Parks, Cemeteries, Occupational Health and Safety as well as Wellness and Environmental Health Related issues within the municipality.	supply chain management policy framework regulates the actions of the officials in conducting their business within the municipality in terms of the MFMA	SCM policy regulates SCM processes of the municipality	
8	6	Manager. Infrastructure and Engineering. Responsible for maintenance of municipal infrastructure water and sanitation	supply chain management policy framework is a structure designed to regulate supply chain management processes within an organisation	SCM policy provides guidance and regulates procurement business operations at Nelson Mandela Bay Municipality. SCM Policy must be in line with the SCM Regulations and SCM Policy Framework. SCM policy supports competitive bidding process and regulates how NMBM funds should be spent	
9	7	Deputy Director. Budget and Financial Management Sub-Directorate. Responsible for municipal operating budget.	supply chain management policy framework regulates the actions of the officials in conducting their business within the municipality in terms of the MFMA. Supply chain management policy framework is born from the constitution, chapter 11 of the MFMA and municipal SCM regulations.	SCM policy provides guidance and regulates procurement business operations at Nelson Mandela Bay Municipality. SCM Policy must be in line with the SCM Regulations and SCM Policy Framework	SCM unit was set up in order to help the entire institution with SCM process designs and implementation to support realization of the institutional service delivery goals. However, NMBM SCM processes are not reliable. NMBM is understaffed and has perennial problems with finances. It is not easy to provide a reliable and quality service to the residents with all such constraints.
10	8	Manager. Human Settlement Sub-Directorate. Responsible for assessing, evaluating and monitoring of Human settlement projects.	supply chain management policy framework is a structure designed to regulate supply chain management processes within an organisation	SCM policy provides guidance and regulates procurement business operations at Nelson Mandela Bay Municipality. SCM Policy must be in line with the SCM Regulations and SCM Policy Framework. Although NMBM is striving to fully comply with the SCMPF, the current SCM system is missing some of important SCM elements like demand management and SCM performance and risk management.	SCM unit was set up in order to help the entire institution with SCM process designs and implementation to support realization of the institutional service delivery goals. However, NMBM SCM processes are not reliable. NMBM is understaffed and has perennial problems with finances. It is not easy to provide a reliable and quality service to the residents with all such constraints.

	A	B	F	G
1			Q4	Q5
2	Respondent	Rank, Department & Responsibility	<i>In your opinion what is the role “people” within the supply chain function that ensures successful implementation of SCMPF and improves service delivery?</i>	<i>In your opinion what is the role “processes” within the supply chain function that ensures successful implementation of SCMPF and improves service delivery?</i>
3	1	Manager. Electricity and Energy Directorate. Responsible for operations and administrative functions of the directorate.		SCM practitioners together with management developed SCM manual which is used as a guiding tool for the performance of their functions. These guidelines ensure that quality standards are pursued to give communities value for money. SCM manual was never reviewed and it is now outdated as SCM processes are no longer the same as they were at the time this document was developed. This has resulted in unreliable processes that have adversely affected service delivery. The municipality has a process to declare conflict of interest in order to strive in avoiding corruption that has a negative effect on the quality of service that is offered to the communities.
4	2	City Manager. Accounting Officer. Responsible for the financial management and financial systems of the municipality	SCM roleplayers are regularly trained to ensure that they are adequately equipped to deal with procurement issues. The roles of people are to strengthen proper implementation of the SCMPF. There are committees within the NMBM that have been established to promote a sound and fair SCM environment. These committees are also responsible for supporting and promoting quality service delivery and to strengthen SCM control measures.	
5	3	Deputy Director. Safety and Security Directorate. responsible for operations of the Municipal Court	The roles of people are to strengthen proper implementation of the SCMPF. There are committees within the NMBM that have been established to promote a sound and fair SCM environment. These committees are also responsible for supporting and promoting quality service delivery and to strengthen SCM control measures. From time to time, people are trained in order to ensure that they are adequately equipped to deal with procurement issues that enhance service delivery. NMBM has a program whereby employees are trained to do other jobs beside their normal day to day functions and gives them exposure on other areas outside their scope of work. This program motivates employees and assists in retaining the existing skills. It also	NMBM leadership strives to ensure that the tender process is fair, equitable and transparent. However, problems with SCM process are that, these processes are cumbersome and take approximately 12 to 18 months to be completed and this affects delivery time of goods and services.
6	4	Deputy Director. Corporate Services. Responsible for projects and maintenance of municipal property.	NMBM has no skills development program to motivate and improve job satisfaction at the workplace. Skills policy that used to be in place to benefit SCM role-players is no longer in place. This used to motivate people to work and achieve their individual targets plus the broader municipality objectives that include service delivery. Lots of employees are now demotivated while some with professional expertise and specialized skills have left NMBM forcing the municipality to employ less qualified employees with detrimental effect on service delivery.	SCM processes promote efficiency and value for money. He further pointed that timeframes of delivery of goods and services have now been shortened by the new processes that are supported by municipality SCM leadership.
7	5	Executive Director. Public Health Directorate. Responsible for managing performance of Public Health including waste management, Parks, Cemeteries, Occupational Health and Safety as well as Wellness and Environmental Health Related issues within the municipality.	SCM practitioners and role-players are expected to be well informed in SCM processes in order to support the SCM function and the municipality to deliver a quality service to its residents. Therefore there is a need for capacity development through training or regular workshops and benchmarking with other municipalities.	There are systems in place for NMBM SCM role-players and SCM practitioners to perform their duties objectively, corruption is in the centre of SCM processes. Leadership is not really assisting or providing any support to ensure quality service delivery. Also, leadership put SCM practitioners and role-players under pressure to corruptly award tenders to certain companies.
8	6	Manager. Infrastructure and Engineering. Responsible for maintenance of municipal infrastructure water and sanitation	NMBM has no skills development program to motivate and improve job satisfaction at the workplace. Except for the Baystar Awards program which motivates people to go an extra mile in the performance of their duties. This program improves service delivery as employees put the needs of the public first knowing that what they do will be recognized by the institution.	SCM practitioners together with management developed SCM manual which is used as a guiding tool for the performance of their functions. These guidelines ensure that quality standards are pursued to give communities value for money.
9	7	Deputy Director. Budget and Financial Management Sub-Directorate. Responsible for municipal operating budget.	It is expected that SCM practitioners and role-players are well informed in SCM processes in order to support the SCM function and the municipality to deliver a quality service to its residents. Therefore there is a need for capacity development through training or regular workshops and benchmarking with other municipalities.	NMBM leadership provides financial resources and support to improve SCM processes and to enhance service delivery. NMBM has no demand management section that should be monitoring and enforcing compliance with the Integrated Development Plan.
10	8	Manager. Human Settlement Sub-Directorate. Responsible for assessing, evaluating and monitoring of Human settlement projects.	SCM unit at NMBM has a good structure where each position is backed by a duty list. However the SCM structure cannot be implemented due to the institutional financial challenges. Recruitment processes are on hold for the next three years. This simply means that NMBM will not be able to render a good service to its communities. Employees employed by the SCM office are not skilled or experienced to render a quality service to the public and internal customers.	Employees who are not bid committee members are still not aware of processes of declaring conflict of interest. SCM officials are still not completely familiar with their duties as a result different people are given contradicting advices on the same issue. SCM senior officials are not sharing information with other directorates as a result tender processes are taking too long due to lack of information.

	A	B	H
1			Q6
2	Respondent	Rank, Department & Responsibility	<i>In your opinion what is the role “technology” within the supply chain function that ensures successful implementation of SCMPF and improves service delivery?</i>
3	1	Manager. Electricity and Energy Directorate. Responsible for operations and administrative functions of the directorate.	NMBM systems or technologies are designed to support SCM processes. There is a new user friendly system (Institutional Contracts Management System) that is designed to track tender processes, from specifications to the tender award stage. It also automates all SCM processes and reduces human intervention and interference.
4	2	City Manager. Accounting Officer. Responsible for the financial management and financial systems of the municipality	Technology is required to support SCM processes. NMBM applies technology to automate functions and to reduce human intervention and errors. NMBM needs to ensure that procurement systems are aligned to regulations and procurement prescripts so as to ensure smooth delivery of services.
5	3	Deputy Director. Safety and Security Directorate. responsible for operations of the Municipal Court	NMBM systems or technologies are designed to support SCM processes. NMBM systems should be userfriendly and assist end users in ensuring smooth delivery of services.
6	4	Deputy Director. Corporate Services. Responsible for projects and maintenance of municipal property.	NMBM systems and technologies promote efficiency and value for money, as they shorten delivery of goods and services.
7	5	Executive Director. Public Health Directorate. Responsible for managing performance of Public Health including waste management, Parks, Cemeteries, Occupational Health and Safety as well as Wellness and Environmental Health Related issues within the municipality.	NMBM systems are facilitating tender processes to be conducted in an open, transparent and accountable manner. However, human interference is the main cause of irregular tender processes and the system might be seen as ineffective.
8	6	Manager. Infrastructure and Engineering. Responsible for maintenance of municipal infrastructure water and sanitation	
9	7	Deputy Director. Budget and Financial Management Sub-Directorate. Responsible for municipal operating budget.	SCM introduced a new user friendly system (Institutional Contracts Management System) that is designed to track tender processes, from specifications to the tender award stage. It also automates all SCM processes and reduces human intervention and interference. NMBM is not making use of its ICT in full or employees are not trained to understand what is available for them to expedite service delivery. Outdated systems were also observed to be negatively affecting service delivery. For instance, signing for a requisition is still manually done and it takes a lot of time to do this. NMBM needs to invest in an ERP system that supports procurement processes from ordering to the delivery of goods. An ERP system will ensure that all systems used by the municipality are integrated and communicate in real time.
10	8	Manager. Human Settlement Sub-Directorate. Responsible for assessing, evaluating and monitoring of Human settlement projects.	Outdated systems negatively affect service delivery. For instance, signing for a requisition is still manually done and it takes a lot of time to do this. NMBM needs to invest in an ERP system that supports procurement processes from ordering to the delivery of goods. An ERP system will ensure that all systems used by the municipality are integrated and communicate in real time.

	A	B	I	J
1			Q7	Q8
2	Respondent	Rank, Department & Responsibility	In your opinion what is the role “governance” within the supply chain function that ensures successful implementation of SCMPF and improves service delivery?	In your opinion what role do sustainability considerations play within the supply chain function that ensures successful implementation of SCMPF and improves service delivery
3	1	Manager. Electricity and Energy Directorate. Responsible for operations and administrative functions of the directorate.		No CSR statement aligned to SCM processes to support sustainability. NMBM green procurement policy was not communicated to all stakeholders. Green procurement policy could not be linked with the SCM strategy until the SCM policy review which was last done in 2013.
4	2	City Manager. Accounting Officer. Responsible for the financial management and financial systems of the municipality	NMBM has policies in place to ensure that governance is improved, and also to promote transparency on awarding tenders. NMBM leadership compared to the past is committed to ensure that the SCM unit gets the required support in terms of training SCM personnel, appointment of a permanent director and employing more qualified personnel. Institutional contracts management process has improved as a result of the improved governance.	No CSR statement developed to be included in the SCMP.
5	3	Deputy Director. Safety and Security Directorate. responsible for operations of the Municipal Court		Nelson Mandela Bay Municipality has no CSR statement that is aligned to SCM processes to support sustainability. Municipality has a green procurement policy which has not yet been communicated to all stakeholders.
6	4	Deputy Director. Corporate Services. Responsible for projects and maintenance of municipal property.	NMBM has no system of delegation and clear instructions are not given to NMBM SCM role-players. Functions of SCM role-players are not formally delegated hence there are so many errors and irregular SCM processes. Training to SCM role-players is hardly provided. SCM code of conduct is also not properly communicated. It will be better that it can be introduced at entry level when HR is conducting induction.	Nelson Mandela Bay Municipality has no CSR statement that is aligned to SCM processes to support sustainability. Public Health Directorate within the municipality has policies which deal with environmental and health issues. These policies are taken into consideration when a bid specification is developed. Also there is a general lack of integration of policies as each directorate is doing its own thing and not sharing any information with other directorates. Communication is still a problem that needs to be addressed so as to promote unity and working together to serve good quality to the metro people. Municipality has a green procurement policy which must still be communicated to all stakeholders in order to raise awareness and to get their views.
7	5	Executive Director. Public Health Directorate. Responsible for managing performance of Public Health including waste management, Parks, Cemeteries, Occupational Health and Safety as well as Wellness and Environmental Health Related issues within the municipality.	NMBM has quite a number of oversight structures in place to promote good governance. Internal audit division is one of the oversight structures responsible for playing a lead role in creating a SCM risk free environment and to provide guidance on proper control measures. Internal Audit is lacking to provide meaningful guidance that adds value to effectively implementation of SCMPF and service delivery. Internal audit only reacts when there are matters queried. NMBM has SCM compliance office which is responsible for monitoring and evaluating of SCM processes. Nevertheless, the SCM compliance office performs supplier database related functions that add no value in the process of ensuring proper implementation of SCMPF to enhance service delivery. Municipal Public Accounts Committee (MPAC) is one of the oversight structures responsible for monitoring and promoting accountability of NMBM leadership and ensuring the effective and efficient use of NMBM resources. It is also responsible for promoting public awareness of the financial performance issues of the NMBM. This committee to a certain extent has driven the NMBM leadership to a point where strategies to deal with irregular supply chain	Nelson Mandela Bay Municipality has no CSR statement that is aligned to SCM processes to support sustainability. NMBM has a green procurement policy. No stakeholder engagement has taken place yet.
8	6	Manager. Infrastructure and Engineering. Responsible for maintenance of municipal infrastructure water and sanitation	NMBM has not done much to promote good governance. The ethical conduct of NMBM SCM employees is purely dependent on individual values and principles. NMBM does not seem to commit in supporting and promoting ethical conduct. The SCM policy was last reviewed in 2013. Again, employees have not yet been afforded an opportunity to submit their inputs to assist in the formulation of a policy that will accommodate needs of service departments. NMBM has tender evaluation criteria that are in line with PPPFA and other legislations. For an example, NMBM tenders always consider Occupational Safety and Health issues and price. However, price does not matter much as long as the organisation gets value for money.	Nelson Mandela Bay Municipality has no CSR objectives or statement aligned to SCM processes to support sustainability. Green Procurement policy was not communicated to all stakeholders.
9	7	Deputy Director. Budget and Financial Management Sub-Directorate. Responsible for municipal operating budget.	NMBM has no system of delegation and clear instructions are not given to NMBM SCM role-players. Code of conduct at NMBM is poorly communicated and there is no one to raise awareness or to educate SCM role-players.	Nelson Mandela Bay Municipality has no CSR statement that is aligned to SCM processes to support sustainability. I am not aware of the NMBM green procurement policy.
10	8	Manager. Human Settlement Sub-Directorate. Responsible for assessing, evaluating and monitoring of Human settlement projects.	NMBM has no system of delegation and clear instructions are not given to NMBM SCM role-players. The code of conduct at NMBM was well communicated through circulation to all SCM role-players who acknowledged receipt and returned it to the SCM compliance office. NMBM has no ethics committee or office that is responsible for ensuring and promoting ethical behaviour within the procurement processes. NMBM has oversight structures which include bid evaluation committees and Municipal Public Accounts Committee (MPAC). These committees play an important role in promoting good governance within the municipality.	Nelson Mandela Bay Municipality has no CSR statement that is aligned to SCM processes to support sustainability. I am not aware of any environmental policy. There is no environmental policy linked to the SCM policy

	A	B	K	L
1			Q9	Q10
2	Respondent	Rank, Department & Responsibility	<i>In your opinion what role do performance considerations play within the supply chain function that ensures successful implementation of SCMPF and improves service delivery?</i>	<i>In your opinion are there any risk management considerations within the supply chain function that ensures successful implementation of SCMPF and improves service delivery?</i>
3	1	Manager. Electricity and Energy Directorate. Responsible for operations and administrative functions of the directorate.	There is no performance evaluation taking place. SCM KPIs are linked to the CFO, the CFO is expected to cascade them down. NMBM SCM organisational structure was developed to support the performance of the institution. Structure could not be implemented due to lack of prioritising of critical vacancies. also the moratorium on vacancies has a negative affect on service delivery.	NMBM has no SCM Risk Management Strategy and there is no office responsible for risk management. Leadership is showing no commitment in putting strategies to curb and mitigate SCM risks and adverse results are being recorded as a result of this.
4	2	City Manager. Accounting Officer. Responsible for the financial management and financial systems of the municipality	SCM has a clear organisational structure. The developed organisational structure has not been implemented and the process of filling vacancies has been frozen. This is negatively affecting service delivery as the municipality has staff capacity inadequacies to meet expectations. Leadership will be prioritising the the filing of critical vacancies. Performance management system is a field that is lacking in the municipality. Service provider's performance is not measured and mostly no service level agreements are signed with suppliers	NMBM has a SCM risk strategy where all role players are afforded an opportunity to participate in the process of reviewing it. Even though NMBM is currently faced with the risk of fraud and corruption linked to SCM processes, leadership is more than committed to curb and mitigate SCM risk. NMBM has not yet established an SCM risk management office. The office of the COO and the internal audit unit is responsible for institutional risk management.
5	3	Deputy Director. Safety and Security Directorate. responsible for operations of the Municipal Court	Municipality developed an organisational structure but this structure has not been implemented and the process of filling vacancies has been frozen. This is negatively affecting service delivery as the municipality has staff capacity inadequacies to meet expectations. NMBM is focusing on cost cutting and neglecting priorities and strategic areas which are key to service delivery. NMBM has clear performance indicators that are aligned to the products and services.	No SCM risk management office has been established yet. Risk management is dealt with at a centralized point within the internal audit section of the organisation. NMBM SCM roleplayers participate in the process of reviewing the NMBM SCM strategy. NMBM is currently faced with the risk of fraud and corruption linked to SCM processes, leadership has now showed more commitment to curb and mitigate SCM risk.
6	4	Deputy Director. Corporate Services. Responsible for projects and maintainance of municipal property.	NMBM developed an organisational structure but this structure has not been implemented and the process of filling vacancies has been put on hold. The performance of the municipality and service delivery is negatively affected as the municipality has staff capacity inadequacies to meet expectations. Municipality employees are generally overworked; demotivated and demoralised as a result there is very high rate of absenteeism emanating from stressful environment at the workplace. This has had a negative impact on service delivery with lots of backlog yet to be worked on.	NMBM has a risk register which is populated and submitted to the risk office under the office of the Chief Operations Officer where strategies and policies to minimise and reduce risk are developed. Furthermore, NMBM makes use of the internal audit section to assist in the process of identifying risks, control weaknesses and to promote ethical conduct of SCM role-players.
7	5	Executive Director. Puplic Health Directorate. Responsible for managing performance of Public Health including waste management, Parks, Cemeteries, Occupational Health and Safety as well as Wellness and Environmental Health Related issues within the municipality.	NMBM organisational structure has not been implemented yet and the process of filling vacancies has been suspended. NMBM strategic goals, objectives and service delivery expectations could not be met. Performance management system is a field that is lacking in the entire municipality. Service provider's performance is not measured and mostly no service level agreements are signed with suppliers. Performance management system in place is not accurate in measuring the performance of SCM function as it is strictly aligned to the roles and responsibilities of the CFO. Also SCM key performance indicators are measured on the basis of a number of tenders awarded to companies owned by historically disadvantaged individuals and this is not in line with the amended PPPFA. NMBM is not doing its role of monitoring and evaluating the performance of the SCM function.	Despite the risk management strategy in place, NMBM is continuously receiving adverse findings from the auditor general. SCM is always having issues of irregular tender processes and lack of proper filing system. The issue of political interference of is also affecting the status of NMBM audit. NMBM risk strategy is not taken serious. The chief risk officer who is supposed to lead the institution on risk management strategies is not yet appointed. The position has been vacant for a very long time yet it is a very critical function. SCM risk management office should be in existence yet the leadership is not showing any commitment of establishing it. This inertia to establish SCM Risk Managment office is having an adverse effect on service delivery.
8	6	Manager. Infrastructure and Engineering. Responsible for maintainance of municipal infrastructure water and sanitation	Performance management system is a field that is lacking in the municipality. Service provider's performance is not measured and mostly no service level agreements are signed with suppliers. The miscommunication and misunderstanding between NMBM management and internal audit division has dire effects on the performance of the SCM unit. This makes it not possible for management to communicate audit findings and identified weaknesses. Failure to communicate audit findings will not help, as similar mistakes are more likely to be repeated. Lack of service delivery and the community protests are the results of lack of leadership support to supply chain management unit. Leadership lacks commitment to provide financial resources and human capital to support SCM	NMBM has no SCM Risk Management Strategy and there is no office responsible for risk management. Leadership is showing no commitment in putting strategies to curb and mitigate SCM risks and adverse performance and audit results are being recorded as a result of this.
9	7	Deputy Director. Budget and Financial Management Sub-Directorate. Responsible for municipal operating budget.	Municipality developed an organisational structure but this structure has not been implemented and the process of filling vacancies has been frozen. This is negatively affecting service delivery as the municipality has staff capacity inadequacies to meet expectations. performance management system is a field that is lacking in the municipality. Service provider's performance is not measured and mostly no service level agreements are signed with suppliers. there is miscommunication and misunderstanding between NMBM management and internal audit division. This makes it not possible for management to communicate audit findings and identified weaknesses. Failure to communicate audit findings will not help, as similar mistakes are more likely to be repeated. lack of service delivery and the community protests are the results of lack of leadership support to supply chain management unit. Leadership lacks commitment to provide financial resources and human capital to support SCM unit. Leadership is also not committed to implement strategies to improve SCM processes in order to enhance service delivery in NMBM.	NMBM has no SCM Risk Management Strategy and there is no office responsible for risk management. Leadership is showing no commitment in putting strategies to curb and mitigate SCM risks and adverse service delivery and financial management results are being recorded as a result of this. NMBM is faced with a challenge to implement the SCM elements to comply with the SCMPF. Furthermore, Demand management, Performance and Risk management elements are not yet established and they are crucial elements for risk management that can support effect service delivery to meet the expectations of communities.
10	8	Manager. Human Settlement Sub-Directorate. Responsible for assessing, evaluating and monitoring of Human settlement projects.	The process of filling vacancies on the developed organisational structure has been halted. Service delivery and the quality of service delivery rendered is negatively affecting. NMBM perfrom its functions with the skelleton staff. NMBM is not doing its role of monitoring and evaluating the performance of the SCM function. Audit findings are only communicated at strategic level and are not clearly communicated to the lower levels. For this reason, staff is not aware how their actions and conduct influence the organisation. Lack of service delivery and the community protests are the results of lack of leadership support to supply chain management unit. Leadership lacks commitment to provide financial resources and human capital to support SCM unit. Leadership is also not committed to implement strategies to improve SCM processes in order to enhance the performance of the institution and service delivery in NMBM.	NMBM has no SCM Risk Management Strategy and there is no office responsible for risk management. NMBM leadership recently introduced corporate culture as a demonstration of commitment to curb and mitigate SCM risk. However there are no clear strategies on how they intend to achieve and maintain the introduced corporate culture. Strategies which have been put in place are not really addressing the municipal challenge instead they are costing the institution and yield no positive outcomes.

	A	B	M
1			Q11
2	Respondent	Rank, Department & Responsibility	<i>What other critical variables should be considered by the metro to ensure successful implementation of the SCMPF? How will these affect service delivery?</i>
3	1	Manager. Electricity and Energy Directorate. Responsible for operations and administrative functions of the directorate.	
4	2	City Manager. Accounting Officer. Responsible for the financial management and financial systems of the municipality	
5	3	Deputy Director. Safety and Security Directorate. responsible for operations of the Municipal Court	NMBM needs to establish an SCM ombudsman where all SCM disputes and other queries including payment related queries can be resolved. He further suggested that tender processes need to be redesigned and improved to support service delivery. Respondents 3 also suggested that training needs to be improved. This will help to keep up with today's technology and will enable production of innovative SCM role players who can deliver a quality service to our communities.
6	4	Deputy Director. Corporate Services. Responsible for projects and maintenance of municipal property.	bid committees should have a diverse representation and should also include people with ICT skills. He also suggested that Municipality should appoint Ad hoc committee members that should avail themselves when other committee members are absent. Respondents 4 recommended that institutional supplier performance management system needs to be in place and must be established under the SCM unit.
7	5	Executive Director. Public Health Directorate. Responsible for managing performance of Public Health including waste management, Parks, Cemeteries, Occupational Health and Safety as well as Wellness and Environmental Health Related issues within the municipality.	Municipality should carry out regular workshops to inform and educate employees on critical issues affecting the municipality. SCM should strengthen its monitoring and evaluating of SCM processes so as to deal with the conflict of interests that exist.
8	6	Manager. Infrastructure and Engineering. Responsible for maintenance of municipal infrastructure water and sanitation	NMBM should include SCM policy on policies that are issued by Human Resources when they are conducting induction programs for new employees. NMBM needs to invest on technology so as to allow its employees to be innovative.
9	7	Deputy Director. Budget and Financial Management Sub-Directorate. Responsible for municipal operating budget.	suggested that leadership and SCM Directors must meet the required qualifications and skills. He also suggested that should people fail to implement the SCM regulation or to comply, there must be consequences. Such consequences must be consistently applied. According to Respondent 7 training is one of the key issues that need to be taken very serious, he also suggested that SCM staff structure must be properly capacitated.
10	8	Manager. Human Settlement Sub-Directorate. Responsible for assessing, evaluating and monitoring of Human settlement projects.	NMBM needs to consider outsourcing appointment of SCM Practitioners. The current appointment processes are not assisting the institution. He further suggested that the institution needs to revisit its corporate governance and consider implementing the best practice.