

<p>Accountability and reporting</p>	<p>Accountability and reporting involves ensuring that individuals and departments/divisions/faculties are answerable for their plans, actions and outcomes.</p> <p>Openness and transparency in administration, by external scrutiny through public and other reporting is an essential element of accountability.</p> <p>Within the procurement framework:</p> <ul style="list-style-type: none"> • The Vice-Chancellor and Principal is accountable to the Council for the overall management of procurement activities; and • Head of Procurement and senior procurement directors and managers are accountable to heads of departments/ divisions/ faculties for various high-level management and co-ordination activities; • Individual procurement officers are accountable to Head of Procurement and to their clients, for the services they provide; and • All people exercising procurement functions must have regard to these guidelines and are accountable to Management. 	<p>There was lack of oversight across all structures who were obliged to manage this contract. This ranges from the end user, the Procurement Unit, Finance Unit, EMC, and Council. The following examples attest to this:</p> <ul style="list-style-type: none"> • Procurement unit only involved only at the beginning stage where quotations are issued to suppliers • Procurement Unit advising the end user and EMC that this transaction does not meet the definition of emergency nor urgent procurement • EMC approving a transaction without applying their minds to the written submissions instead they considered and approved a verbal submission with no qualitative and quantitative factors being presented. • Finance Unit using incomplete supplier/contractor payment certificates. • Finance Unit failing to highlighting that certain service providers were in fact contravening the VAT Act by not being VAT registered yet were participating in transactions in excess of R1 million.
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We have further used the elements of the SCM model to ensure that all the steps were applied as stipulated in the Policy (para 3.2.1):

TABLE 3: ELEMENTS OF SCM

	Elements	Summary	Was the element applied?
1	Demand management	<p>This is the beginning of the supply chain where:</p> <ul style="list-style-type: none"> • A needs assessment to ensure that goods or services are acquired in order to deliver the agreed service is done; 	<p>Needs assessment: There was no evidence of a needs analysis exercise being done to determine the legitimate needs/requirements for VUT that led to a R32 million contracts.</p>