



GUIDELINES

FRAMEWORK AGREEMENTS FOR INFRASTRUCTURE AND NON- INFRASTRUCTURE GOODS, WORKS AND SERVICES

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1. SCOPE OF THESE GUIDELINES

- 1.1. The provisions of these guidelines shall apply to all Departments and Public Entities within the Eastern Cape Province, to facilitate proper arrangement and management of framework agreements. If Departments / Public Entities wish to deviate from these guidelines, prior written authority must be obtained from the Eastern Cape Provincial Treasury's Head of Department.
- 1.2. These guidelines are also applicable to implementing agents who undertake procurement on behalf of Departments and Public Entities. Thus, framework agreements arranged by implementing agents must be done in accordance with these guidelines.

2. TERMS AND DEFINITIONS

- 2.1. For purpose of this document the following definitions and terms apply:

Accounting Authority: In terms of Section 49 of the PFMA, the board or other controlling body is the Accounting Authority (AA) of a Public Entity. If the Public Entity does not have a controlling body, the chief executive officer or other person in charge of the Public Entity is the Accounting Authority of that Public Entity unless specific legislation applicable to that Public Entity designates another person as the accounting authority.

Accounting Officer: In terms of Section 36 of the Public Finance Management Act 1 of 1999 (PFMA), the Head of the Department must be the Accounting Officer (AO) and the Chief Executive Officer of a constitutional institution must be the AO of that institution.

Bid / Tender:	A written offer in a prescribed or stipulated form in response to an invitation by an Organ of State for the provision of goods / works / services through price quotations, advertised competitive bidding / tendering process or proposals. The terms bid / tender may be utilised interchangeably.
Client:	A department or public entity procuring the relevant goods / works / services on behalf of whom the project is being undertaken or supply / service is being rendered who, in addition, is the custodian or owner of the budget for the relevant goods / works / services.
Contract:	The written agreement entered into between the purchaser (department) and the supplier/s / service provider/s (contractor/s), as recorded in the contract / service level agreement signed by the relevant parties, including all attachments / appendices thereto and all documents incorporated by reference therein.
Delegated Official:	An Employee or Committee to whom the power has been conferred in writing or who has been authorised to perform a duty in terms of a formal delegation as provided for in Sections 44 and 56 of the PFMA.
Department:	As defined in Section 1 of the PFMA, must be read interchangeably with public entities as defined in Section 1 of the PFMA.
Framework Agreement:	A panel / database / roster of suppliers / service providers established through a competitive procurement process. The approved framework agreement will comprise those suppliers / service providers who were found to be eligible following the procurement process. Approved suppliers / service providers have no guarantee of task / supply orders, and are only issued a task / supply order following a final

process of selection. A framework agreement will have a fixed duration of validity, which once passed, no further task / supply orders may be issued. With respect to infrastructure service providers (consultants and contractors), a framework agreement is alternatively known as a “Term Contract”. With respect to goods and services, a framework agreement is in some instances also referred to as a “Term Contract” or a “Rate Agreement” wherein prices are agreed to upfront and may or may not be subject to adjustment.

Implementing Agent: A public or private “entity” which is contracted to perform a service or function of an Organ of State, acting as an agent for and on behalf of that Organ of State.

Organ of State: A national or provincial department as defined in the Public Finance Management Act, 1999; a municipality as contemplated in the Constitution; a constitutional institution as defined in the Public Finance Management Act, 1999; Parliament; a provincial legislature; and any other institution or category of institutions included in the definition of “Organ of State” in Section 239 of the Constitution.

Public Entity: A national or provincial public entity listed in Schedules 2 and 3 of the PFMA.

Supply Chain Management (SCM):

Government’s uniform system of procurement of goods, works and services and contract management.

3. NORMATIVE REFERENCES

3.1. Acts of Parliament:

3.1.1 The following Acts of Parliament and Regulations promulgated in terms of thereof are, amongst others, applicable to these Guidelines:

- 3.1.1.1 Constitution of the Republic of South Africa, 1996
 - 3.1.1.2 Public Finance Management Act, 1999 (Act No. 1 of 1999)
 - 3.1.1.3 Preferential Procurement Policy Framework Act, (Act No. 5 of 2000)
 - 3.1.1.4 Broad-Based Black Economic Empowerment Act (Act No. 53 of 2003);
 - 3.1.1.5 Construction Industry Development Board Act (Act No. 38 of 2000);
 - 3.1.1.6 State Information Technology Agency Act (Act No. 88 of 1998);
 - 3.1.1.7 Promotion of Access to Information Act (Act No. 2 of 2000);
 - 3.1.1.8 Promotion of Administrative Justice Act (Act No. 3 of 2000); and
 - 3.1.1.9 Prevention and Combating of Corrupt Activities Act (Act No. 12 of 2004).
- 3.2 National Treasury Government Procurement: General Conditions of Contract.
 - 3.3 National Treasury Instruction Notes / Guidelines / Prescripts.
 - 3.4 Eastern Cape Provincial Treasury Instruction Notes / Guidelines / Prescripts.
 - 3.5 Construction Industry Development Board Standard for Uniformity in Construction Procurement (SFU) and other prescripts.

4. PURPOSE OF THESE GUIDELINES

- 4.1 The purpose of these guidelines is for the Province to promote sound financial management practices by providing Departments and Public Entities with a standardised procedure for arranging framework agreements for goods / works / services.
- 4.2 These guidelines will promote efficiencies in procurement for the supply of goods / works / services at fair and reasonable costs in a transparent manner and are aimed at reducing / eradicating Supply Chain Management principles being compromised and any actual or perceived favouritism towards any supplier / service provider.
- 4.3 It is furthermore intended to reduce the risk of irregular, and fruitless and wasteful expenditure.

- 4.4 These guidelines must be read in conjunction with other prescripts and guidelines issued as such relate to the relevant phases of Supply Chain Management; e.g. Contract Management Framework, Variation Order Guidelines, etc.

5. BACKGROUND

- 5.1 A framework agreement is an agreement between an Organ of State and one or more supplier / service provider, the purpose of which is to establish the terms governing orders to be awarded during a given period, in particular with regard to price and where appropriate, the quantity envisaged. Framework Agreements also enable an Organ of State to procure goods / works / services including engineering or construction goods / works and/or services on an instructed basis, over a term without any commitment to the quantity of the goods / works / services instructed, in the absence of a fully developed scope of work. Thus, there are two types of framework agreements: viz; firstly, where the terms and conditions are clearly defined and orders are placed directly with one or more supplier / service provider who then becomes the contractor/s. Secondly, where all the terms and conditions are not clearly defined or the scope of work is not fully developed at the time of arranging the framework agreement, e.g. in engineering and construction related works, then the qualifying bidders are required to compete for the specific goods / works / services as and when such are required, through a limited or closed bidding process. This process could take the form of quotations.
- 5.2 When the contract for the framework agreement is concluded, it does not have a Rand value or specific volumes of goods / works / services. The Organ of State only enters into contractual obligations with a Rand value when it places task / supply orders against the framework agreement. The Organ of State can place orders against the framework agreement from the date of commencement of the agreement up to the date of termination or end date of contract. It must be borne in mind that contracts awarded during the currency of the agreement may extend beyond the termination date of the agreement. In such instances, the goods / works / services must be executed in terms

of the conditions of the agreement until its logical conclusion. Thus, the terms and conditions of the agreement remain valid and binding on all parties to the agreement until the task / supply has been successfully completed / delivered and signed-off. Orders are placed without going through a procurement process (the procurement process has already taken place for the arrangement of the framework agreement). However, with some infrastructure works, the scope / full scope of work is not known at the time of arranging the framework agreement. In such instances, a limited bidding process will be followed amongst the approved suppliers / service providers on the framework agreement through a quotations process to appoint the contractor for the specific goods / works / services.

- 5.3 It must be stressed that when a framework agreement is concluded, it has a zero value or specified volumes of goods / works / services. This means that the client has no obligation to pay the suppliers / service providers appointed to the framework agreement. Such an obligation only arises when the client places an order with the suppliers / service providers against the framework agreement. The Organ of State has the prerogative as to how many orders are to be issued against the framework agreement and when to issue such orders. The Organ of State might decide not to issue orders against the framework agreement during the course of the agreement or might decide to issue a large number of orders against the framework agreement. This is completely at the discretion of the Organ of State and based on need and availability of budgeted funds. However, when an order is issued against a framework agreement, it must be implemented in line with the terms and conditions in the framework agreement as well as the relevant contract / service level agreement (JBCC, GCC, FIDIC, NEC in the case of infrastructure related requirements which are also referred to as the form of contract).
- 5.4 One of the advantages of a framework agreement is that it can be used to provide a framework for how contractors or professional service providers will be paid for work to be done in future, for which all the details are not known at the time of bidding. The known details are priced by the bidders at the time of bidding, and the agreement

contains a framework for determining the payment for the unknown details (usually done on a cost-basis with a mark-up, with the bidders competing on the mark-up). For example, a framework agreement could be issued for infrastructure works / projects to be built over the duration of the agreement using a standard design and specification for goods / works / services. The bidders could price for the known parts of the work (based on the standard design / specifications) and the framework agreement would include a framework for calculating the amounts due to the contractor for the unknown details, on a cost-basis (based on the specific site conditions at the locations of the projects which may only be determined later, transport, etc.). The Organ of State would then place a task / supply order against the framework agreement.

5.5 Framework agreements are appropriate under the following conditions:

- The goods / works / services are of a repetitive nature and that are the same or similar in nature;
- The precise quantity of goods / works / services is not yet known;
- Whilst the goods / works / services are to some extent standardised, there may be some site-specific (i.e. a fully developed scope of work is not yet available), transport and logistical, variables which may not yet be known; and
- A framework agreement can be arranged for either a single procuring entity or for multiple entities which require the same or similar goods / works / services.

5.6 Before an order is issued, assessments must be undertaken and approved (specifications / terms of references developed), in instances where the precise amount of goods / works / services to be supplied / executed work is not yet known. Whilst the goods / works / services may be standardized to some extent the assessments will determine the unknown variables for the specific order which has to be approved.

5.7 The advantages of using framework agreements would be:

- The number of procurement events (i.e. number of bidding processes) would be vastly reduced, enabling quicker and more cost-effective procurement;
- Reduction in variations to contracts and irregular expenditure;
- Service delivery will be expedited;
- Collaborative relationships can be developed over time, in order to get better value and better project outcomes, e.g. better outcomes with regards to contractor development;
- Lessons learnt in one task / supply order may be taken to the next task / supply order as well as for the renewal of the framework agreement; and
- Contractors can participate in work for longer periods of time, resulting in more sustainable contractor development, especially the development of Emerging Micro Enterprises and Qualifying Small Enterprises (Small, Medium and Micro Enterprises- SMMEs) to become more sustainable.

5.8 A framework agreement can be arranged by a single Organ of State / procuring entity (department / public entity) or collaboratively by multiple procuring entities. In the latter instance, a lead procuring entity must be identified to lead the co-ordination and arrangement of the framework agreement. The lead procuring entity is usually the biggest consumer of the goods / works / services being procured. This responsibility could be allocated to another procuring entity based on the capacity and capability of the biggest consumer especially if the said procuring entity is already the lead procuring entity for another framework agreement. The lead procuring entity must appoint transversal bid committees whose membership must have representation of the other participating procuring entities.

5.9 A department / public entity wishing to participate in a framework agreement of another institution must obtain the prior approval of Provincial Treasury as provided for in the Treasury Regulations and other governing prescripts.

6 ARRANGEMENT OF FRAMEWORK AGREEMENTS

6.1 DEMAND AND MARKET ANALYSIS

6.1.1 The arrangement of a framework agreement must be preceded by a thorough demand analysis and market analysis. Demand analysis is the most important step in the entire process. Demand analysis will entail identifying the requirements of the procuring entity / entities, the volumes and potential expenditure which in turn will assist in identifying the necessity for and possible opportunities for framework agreements for specific goods / works / services. The demand analysis must be based on historical trends (previous contracting and consumption) and future needs based on planned service delivery and strategic objectives.

6.1.2 The market analysis will assist to understand the prevailing market conditions and historical trends in respect of the identified goods / works / services that are being targeted for framework contracts. It will further provide information on supplier / service provider availability, availability of goods and volumes, market fluctuations (prices), competitiveness of the market, identifying potential risks, facilitating fair and open competition, new market trends, innovation, etc.

6.1.3 Demand and market analysis are critical processes that will feed into the design of terms of references / specifications for inclusion in the bid documents as well as the contracting strategy; i.e. whether to appoint a single supplier / service provider or multiple suppliers / service providers, allocation of suppliers / service providers accordingly to geographical demarcations, the duration of the agreement, etc. Ideally, the duration of a framework agreement should not exceed three (3) years in order that the contents and strategy is refreshed periodically and other suppliers and service providers, including new entrants in the market, are afforded an opportunity to compete for goods / works / services that required by the Province.

6.2 DEVELOPMENT OF BID DOCUMENTS (TERMS OF REFERENCE / SPECIFICATIONS)

6.2.1 The compilation of bid documents, including the terms of reference / specifications, must follow the normal processes as prescribed and in accordance with the Supply Chain Management Policy and procedures of the procuring entity.

6.2.2 In the event that the framework agreement is being arranged in collaboration by multiple entities, then the general principles applicable to the arrangement of transversal contracts must be followed. In this instance, the lead procuring entity will co-ordinate the arrangement of the framework agreement in collaboration with and with the co-operation of the other participating procuring entities.

6.2.3 The bid specification / transversal bid specification committee must review the draft terms of reference / specifications to ensure:

- compliance with the relevant legislative requirements;
- relevance and fairness of the terms of reference;
- accuracy of technical specifications;
- inclusion of the appropriate pricing mechanism including price escalations and exchange rate fluctuations;
- inclusion of the relevant standard bid documents;
- inclusion of the relevant pre-qualification criteria including pre-qualification criteria stipulated in the Preferential Procurement Regulations of 2017 if applicable,
- administrative and legislative requirements (Central Supplier Database registration, tax Compliance, etc.),
- inclusion of industry or sector specific requirements, etc.
- The form of contract to be entered into must be stipulated; i.e. – a service level agreement for non-infrastructure goods / works / services, a Profession-specific letter of appointment of infrastructure professionals, and with respect to infrastructure contractors, the JBCC, GCC, NEC3, FIDIC or other form of

contract approved by the CIDB. Where an industry standard form of contract is being utilised, it is sufficient to reference such in the bid documents, but the client and project specific contract data must, as far as possible, be provided in the bid documents. Where the ultimate form of contract is not a standard form, then a copy of the contract / service level agreement should be included in the bid documents.

6.2.4 Where sub- Frameworks will be created based on Geographic criteria, this must be thoroughly researched, clearly stated and a separate bid document compiled for each geographic area. It is strongly recommended that geographic areas should not be smaller than a District Municipal area and should not be utilised as a “lock-out”.

6.2.5 The bid documents and terms of reference / specifications relating to infrastructure related works must comply with the requirements of the Standard for Uniformity in Engineering and Construction Works Contracts (SFU), the Construction Industry Development Board (CIDB) Inform Practice Note #15 (Version 3 – August 2010) and any other applicable prescript issued by the CIDB.

6.2.6 Once the bid specification committee is satisfied with the quality and completeness of the bid documents, such must be submitted to the Accounting Officer / Accounting Authority / delegated official or committee for approval.

6.3 INVITATION OF BIDS

6.3.1 The invitation of potential suppliers / service providers must be in compliance with the prescribed requirements and advertised as widely as possible. The advertisement must appear in at least the following media:

- Government Tender Bulletin;
- Eastern Cape Provincial Tender Bulletin;
- National Treasury’s eTender Publication Portal;

- Departmental website/s (lead procuring entity as well as the participating procuring entities websites), and
- local newspapers.

The advertisement may also be published in national newspapers where applicable and the CIDB i-Tender portal for infrastructure related framework agreements.

6.3.2 It is important that the address for the submission of bids is clearly indicated especially in the case of the arrangement of a collaborative framework agreement. The address for the submission of bids for a collaborative framework agreement should be that of the lead procuring entity. The advertisements placed on the websites of the participating procuring entities must clearly stipulate the address for the submission of bids in order to avoid any confusion or bidders being disqualified for submitting their bids at an incorrect address.

6.3.3 In the event that pre-bid briefing sessions are to be held, such must be detailed in the advertisements. It is advisable to hold multiple briefing sessions across the Province especially in cases where the qualifying suppliers / service providers will be allocated / issued orders within demarcated geographical areas.

6.4 EVALUATION, ADJUDICATION AND APPOINTMENT OF SUPPLIERS / SERVICE PROVIDERS

6.4.1 The evaluation of bids must follow the normal evaluation processes with the exception that the evaluation will not entail the evaluation of price and B-BBEE status level of the bidders and result in the award of a contract. The recommendation of the bid evaluation committee will be for the appointment of suppliers / service providers to the framework agreement and not for actual allocation of work / issuing of orders.

6.4.2 The evaluation of bids will be undertaken by the standing bid evaluation committee of the procuring entity unless determined otherwise by the relevant Accounting Officer / Accounting Authority or the transversal bid evaluation committee as appointed by the

lead procuring entity. The evaluation must be based on the evaluation criteria and the terms and conditions of the bid as stipulated in the bid documents.

- 6.4.3 The bid evaluation / transversal bid evaluation committee must compile a detailed report with recommendations for the appointment of qualifying bidders to the framework agreement. Reasons for disqualifying bidders must be justifiable and substantiated. The report of the bid evaluation / transversal bid evaluation committee must be submitted to the bid adjudication / transversal bid adjudication committee for review.
- 6.4.4 The bid adjudication / transversal bid adjudication committee must review the evaluation process followed and recommendations of the bid evaluation / transversal bid evaluation committee and make recommendations to the Accounting Officer / Accounting Authority for the appointment of suppliers / service providers to the framework agreement.
- 6.4.5 In the event of the bid adjudication / transversal bid adjudication committee disagreeing with the recommendations of the bid evaluation / transversal bid evaluation committee, the matter must be returned to the bid evaluation / transversal bid evaluation committee for re-evaluation. In the event that there is still disagreement by the bid adjudication / transversal bid adjudication committee with the recommendations of the bid evaluation / transversal bid evaluation committee, then the bid adjudication / transversal bid adjudication committee must submit the matter to the Accounting Officer / Accounting Authority with its own recommendations. The Accounting Officer / Accounting Authority must then apply his / her mind and make a final decision thereon. In the case of a framework agreement that is being arranged collaboratively, the Accounting Officer / Accounting Authority of the lead procuring entity must consult with the Accounting Officers / Accounting Authorities of the other participating procuring entities in arriving at a final decision thereon.
- 6.4.6 Upon approval of the recommendations of the bid adjudication / transversal bid adjudication committee by the Accounting Officer / Accounting Authority, the procuring

entity / lead procuring entity must issue letters of appointment to the qualifying bidders. The letters of appointment must clearly indicate that the relevant bidder has been appointed to the framework agreement and that goods / works / services must only be delivered / performed upon receipt of an official order. The letters of appointment must also include other operational details of how the framework agreement will function including:

- that such letter does not automatically guarantee any quantity or value of supplies / works;
- acceptance of appointment to the framework agreement;
- signing of the agreement (non-committal service level agreement if required in addition to the framework agreement), etc.; and
- Each appointed supplier / service provider must be issued with a copy of the framework agreement.

6.5 AWARDING OF CONTRACTS / ISSUING OF ORDERS

6.5.1 In the case of a framework agreement wherein all the terms and conditions are clearly defined or the scope of goods / works / services is fully developed at the time of arranging the framework agreement, contracts will be created through the issuing of official written orders. Such orders to be issued as and when the relevant goods / works / services are required if the arrangement of the framework agreement resulted a single supplier / service provider being appointed. In instances where there are multiple suppliers / service providers, orders must be issued based on the criteria determined for selecting a specific supplier / service provider during the arrangement of the framework agreement. These criteria could be either on rotation, price, geographical location, etc. Suppliers / service providers should under no circumstances commence with the supply / rendering of goods / works / services without an official written order.

6.5.2 In the case of a framework agreement wherein all the terms and conditions are not clearly defined or the scope of work is not fully developed at the time of arranging the

framework agreement, e.g. in engineering and construction related works, then the qualifying bidders are required to compete for the specific goods / works / services when such are required through a limited or closed bidding process. This process could take the form of quotations, and would usually be for the rates / work items not included in the original procurement process. This second stage limited bidding would also allow for adjustments to P&G items affected by the duration, location, complexity, and other relevant factors. The relevant evaluation criteria which are in compliance with the terms and conditions of the framework agreement must be adhered to in evaluating the responses of suppliers / service providers and making an award of contract. Such evaluation and adjudication must be undertaken by the standing bid evaluation and adjudication committees of the procuring entity where the value of the goods / works / services exceeds the threshold for quotations, currently set at R 500 000. In instances where the value is below the threshold for quotations, the evaluation and adjudication must be undertaken in terms of the procedures prescribed by the procuring entity for dealing with quotations. The successful supplier / service provider must be issued with a formal letter of award of contract but must only commence with the supply or works upon receipt of an official written order.

7 CONTRACT MANAGEMENT / MONITORING AND CLOSE-OUT

- 7.1 Constant monitoring and active management of contracts are essential to ensure that all obligations are fulfilled and that the contract proceeds with as little disruptions as possible. The monitoring and management of contracts must be undertaken in accordance with the principles and requirements stipulated in the Contract Management Framework issued by Provincial Treasury as they relate to managing contractor performance, price adjustments, variations, disputes, etc. Separate Contract Management Frameworks have been issued for each of infrastructure and goods and services. The management of contracts must be done substantially in compliance with the relevant Contract Management Framework as issued.

- 7.2 The Project Manager / end-user is responsible for monitoring and day-to-day administering of the individual contracts / service level agreements within the framework agreement. The Project Manager / end-user must therefore ensure that the contracted supplier / service provider performs in terms of its contractual obligations, delivers the goods / works / services on time and in correct quantity and quality.
- 7.3 The Project Manager / end-user must comply with the relevant reporting requirements of the framework agreement and / or contract / service level agreement. The Contract Management Unit within the SCM Unit of the procuring entity / lead procuring entity must provide oversight and support to the Project Manager / end-user where necessary.
- 7.4 The procuring entity / lead procuring entity must ensure that there is a formal close-out of each individual contract and a report compiled thereon. This activity is critical to successful continuation of the framework agreement to its end date. Lessons learnt from each individual contract will assist in mitigating potential risks in awarding further contracts under the framework agreement and also enhance the efficiency and effectiveness thereof. These lessons will also assist in enhancing the renewal and management of future framework agreements.

8 CONSULTATION AND REPORTING

- 8.1 Provincial Treasury will maintain a register of framework agreements in the Province and allocate a reference number for each framework agreement that is arranged. Thus, Departments and Public Entities must consult with Provincial Treasury prior to arranging a framework agreement and obtain the requisite reference number. Furthermore, such consultation will assist to ensure compliance with the relevant regulatory requirements, these guidelines and other Provincial Government developmental objectives. Furthermore, Provincial Treasury will advise on opportunities for collaboration between two or more Departments / Public Entities in arranging framework agreements.

8.2 Departments and Public Entities must report all finalised framework agreements to Provincial Treasury within ten (10) working days of finalisation / approval by the relevant Accounting Officer / Authority. Such report should, at a minimum, include the name/description of the framework agreement, nature/scope of the goods / works / services covered, commencement and expiry dates, copy of the framework agreement and supporting documents, etc. Consultations relating to the arrangement of frameworks agreements and reporting of finalised framework agreements must be directed to:

Ms N. Ngcebetsa

Deputy Director: SCM Strategic Procurement and Transversal Contract
Management

Tel no. 040 101 0367

Email: nosipho.ngcebetsa@ectreasury.gov.za

Or

Ms P. N. Hashe

Director: SCM Strategic Procurement and Transversal Contract

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9 AUTHORITY

9.1 These Guidelines are issued in terms of Section 18(2) (a) of the PFMA.

10 APPLICABILITY

10.1 These Guidelines are applicable to all Eastern Cape Provincial Departments and Provincial Public Entities including Provincial Public Entities within the Eastern Cape Province listed in Schedule 3D of the PFMA.

11 EFFECTIVE DATE

11.1 These guidelines come into effect on 1 January 2021.

12 NON-COMPLIANCE

12.1 Non-compliance with the requirements of these Guidelines will potentially result in framework agreements being arranged in a non-compliant manner and in the resultant expenditure being classified as irregular. Accounting Officers / Accounting Authorities are required to ensure that adequate control measures are instituted to ensure compliance herewith.

13 DISSEMINATION OF INFORMATION

13.1 Accounting Officers / Accounting Authorities are requested to bring these Guidelines to the attention of:

- All Chief Financial Officers;
- All heads of SCM;
- All Programme Managers, Project Managers / end-users; and
- All personnel involved in procurement of goods, works and services; contract management as well as bid committee members.

14 CONTACT PERSON

14.1 Kindly contact the following in respect of issues of clarity, additional information or comments:

Ms D. A. Sowazi

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MR D. MAJEKE

HEAD OF DEPARTMENT

EASTERN CAPE PROVINCIAL TREASURY

21/12/2020

DATE