



Request for Proposals (RFP)

The provision of consulting services to develop a skills development curriculum for young professionals in the cast metals industry

RFP No.3236/19/10/2018

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Closing Date	19/10/2018	
RFP Number	3236/19/10/2018	
Place	Tender box, CSIR Main Reception, Gate 3 (North Gate)	
Enquiries	Strategic Procurement Unit	E-mail: tender@csir.co.za
CSIR business hours	08h00 – 16h30	
Category	Professional Services	

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SECTION A – TECHNICAL INFORMATION

1 INTRODUCTION

The Council for Scientific and Industrial Research (CSIR) is one of the leading scientific research and technology development organisations in Africa. In partnership with national and international research and technology institutions, CSIR undertakes directed and multidisciplinary research and technology innovation that contributes to the improvement of the quality of life of South Africans. The CSIR's main site is in Pretoria while it is represented in other provinces of South Africa through regional offices.

2 BACKGROUND

The National Foundry Technology Network (NFTN) is an Initiative, funded by the Department of Trade and Industry (the dti), and hosted at the Council for Scientific and Industrial Research (CSIR). The NFTN has a mandate to manage, coordinate and facilitate transformation and economic development in the casting industry sub-segment, in the product supply chains, and at manufacturing companies, through focused interventions, appropriate skills training, technology transfer, and diffusion of state of the art technology programs designed to enable and empower the Foundries.

The NFTN therefore requires qualified services providers who will assist in the fulfilment of the mandate and vision regarding skills training, by providing consulting services to develop a curriculum focusing on middle management practices for the New Foundry Generation Forum (NFGF) program.

Background – NFGF

The NFTN launched the New Foundry Generation Forum (NFGF) in 2013 to create opportunities for professional young foundry men and women to engage with each other in a neutral environment to address common challenges found in business administration, management and operation not typically experienced during participant's day to day responsibilities. The aim of the NFGF is to create an innovative learning and sharing platform from which to develop middle management skills for the future leadership group, who in turn, will be able to drive competitiveness for a sustainable South African Foundry Industry. A core strength of the network is the engagement between the NFGF participants and industry

champions, to share learning with the broader industry, and to receive feedback from experienced members of the industry.

Currently presented in Gauteng only, the NFGF program consists currently of a series of interactive practical and theoretical courses dealing with technically orientated challenges including problem solving, computer aided design, design simulation and front end modelling technologies. It is planned that this courseware will be complemented by the introduction of skills courseware to improve non-technical management skills in foundries, including: strategic planning, financial management, operations management, sales and marketing, communications, and innovation and technology management.

Training will continue on an annual basis with a new intake of NFGF participants being enrolled each year.

The intention of the NFGF is therefore to:

1. Provide a common purpose for interaction between the relevant stakeholders within the foundry industry and to build relationships;
2. Equip and develop the next generation of foundry leaders;
3. Fast-track the development of female and black managers;
4. Introduce a wide range of skills typically not found in foundries; and,
5. To address the specialist and middle management gap in SA.

3 INVITATION FOR PROPOSAL

Proposals are hereby invited for the provision of consulting services to develop a skills development curriculum for young professionals in the cast metals industry and to deliver the training program to participants of the New Foundry Generation Forum (NFGF) program

4 PROPOSAL SPECIFICATION

All proposals are to be submitted in a format specified in this RFP. However, tenderers are welcome to submit additional / alternative proposals over and above the originally specified

format. Companies or persons with experience of training and development, and who have the necessary accreditations from a relevant accreditation body, are regarded as suitably qualified specialists. See Annexure B for an overview of the modules and key topics to be covered

4.1 **Assessment and Objectives**

The program is to be designed for a group consisting of 15 individuals who are:

- The program is to be designed for a group consisting of 15 individuals who are:
- In a middle management position or have been identified as a leader by their company;
- Representative of the SA demographics and gender balance, from various industry stakeholders and foundries;
- Qualified with a degree in engineering, or management, or have a strong technical acumen;
- From Academic institutions and are currently completing his/her post graduate degree;

The NFTN will look for the following criteria when assessing proposals

- **Curriculum Development**

- Does the proposed curriculum cover all key areas as stated in Annexure B
- Accredited curriculum
- Does the curriculum cover theoretical components and practical Components

- **Course Layout and delivery**

- Each Module is to be covered over a period of 2 to 3 days
- Each module is to include practical knowledge sharing, done by a qualified person who is working within the foundry (example: a Foundry Operations Manager is to be invited to share real life experiences with the class doing foundry operations management).

- Proposal has included a course layout and delivery schedule, including suggested dates and times (to include a weekend mix of 1 working day (ie: Friday) and 1 personal day (ie: Saturday))
- Recommended venue(s) and location
- Affordability of the costs associated with the proposed course content.

4.2 Key Outputs

It is anticipated that the following outputs will be key to the successful completion of this project. All bidders MUST indicate the following in their quotation and proposal

- Submission of the proposed curriculum
- Submission of the proposed year program (courses to start in January 2019 (or earlier – if feasible given curriculum development requirement) and to end by April 2019)
- Proof of accreditation or qualifications of the course facilitators and lecturers
- Proof of accreditation of the institution who will offer the courses
- Demonstrate how the practical foundry experience will be incorporated in each module
- Detailed cost breakdown

4.3 Implementation

It is anticipated that the winning bidder in conjunction with the NFTN will host the course and ensure that each participant is given an equal opportunity to learn and share their own foundry experiences.

4.4 Project Schedule and Proposal Requirements

It is anticipated that the scope of work will be delivered in 2 phases, including the establishment phase (when the curriculum will be developed) and the implementation phase (when the program will be delivered). It is expected that the curriculum will be developed during the period November 2018 to December 2018, and that the training will be delivered between January 2019 and March 2019

The proposal outline should include, but not be limited, to the following items:

- Scope of work – confirmation of what content will be included in the training program and what content will not be included in the program;
- Duration and delivery timeframes to undertake the scope of work (Gantt chart or similar)
- Outputs and deliverables (Including assessment monitoring and measurement)
- Exclusions
- Inclusive Costings – including any specialist cost, equipment rental and travel etc.
- Portfolio references and individual Curriculum Vitae's for each of the **persons that will be responsible for delivering and portion of this program, if appointed.**

NOTE to the BIDDERS:

The winning bidder will be required to provide the NFTN with a detailed schedule of activities, to which delivery performance and adherence will be crucial to avoid unnecessary disruption to the industry. Routine meetings and reports will be utilised to keep the NFTN informed of progress. The NFTN is to be informed of all meetings with NFGF participants, and included in the initial program outline meetings, the program progress and milestone report meetings. Furthermore, as the NFGF program receives good media coverage, the NFTN's corporate communication team is to be included when any special arrangements or announcements need to be made.

5 FUNCTIONAL EVALUATION CRITERIA

5.1 The evaluation of the functional / technical detail of the proposal will be based on the following criteria:

- Ability to develop the required curriculum (20%)
- Ability to conduct training and evaluation for the required focus areas according to relevant specifications and standards (30%)
- Ability to present the curriculum within required timeline (20%)
- Demonstration of foundry integrations into courseware (15%)
- Ability to facilitate skills transfer to enhance the capacity of industry (15%)

The NFTN will consider the following criteria when assessing the proposals

- **Training Content and Facilitation**

- Service provider's capacity, skills, competencies, and experience to deliver NQF accredited short courses.
- The use of a balanced approach to theory and practical application.
- Relevance of the training for young professionals working in the metal casting industry. The trainer will need to understand foundries, and have the ability to relate to typical problems identified in the industry.
- Service provider has provided key documents with the proposal, including a training plan and training delivery schedule.

- **Course Layout and delivery**

- There will be an NFGF Programme orientation session prior to the kick-off of this training, at which the successful service provider will be expected to participate and assist the NFTN to market the programme at this event when new participants will be recruited.
- The training is to have a balance of theory and practical application. It is recommended that the participants will choose a specific project to work on for the duration of the training
- These modules are to be presented over a period of no more than 10 weeks. Follow-up support is to be provided to individual participants during this period.
- Allowance is to be made for 1 post training follow-up for each participant, assumed to work in Gauteng.
- It is to be assumed that the training base will be at a Gauteng based venue, at the cost to the service provider.
- Each participant will present the certificates at a graduation event organised by the service provider with the assistance of the NFTN to be held at the end of the NFGF programme.

5.2 Proposals with functionality points of less than the pre-determined minimum overall percentage of 70% and less than 50% on any of the individual criteria will be eliminated from further evaluation.

5.3 Refer to Annexure A for the Scoring sheet that will be used to evaluate functionally.

6 ELIMINATION CRITERIA

Proposals will be eliminated under the following conditions:

- Submission after the deadline;
- Proposals submitted at incorrect location; and

7 NATIONAL TREASURY CENTRAL SUPPLIER DATABASE (CSD) REGISTRATION

Before any negotiations will start with the winning bidder it will be required from the winning bidder to:

- be registered on National Treasury's Central Supplier Database (CSD). Registrations can be completed online at: www.csd.gov.za;
- provide the CSIR of their CSD registration number; and
- provide the CSIR with a certified copy of their B-BBEE certificate. If no certificate can be provided, no points will be scored during the evaluation process. (RSA suppliers only)

SECTION B – TERMS AND CONDITIONS

8 VENUE FOR PROPOSAL SUBMISSION

All proposals must be submitted at:

- **CSIR GATE 03 - Main Reception Area** (in the **Tender box**) at the following address
Council for Scientific and Industrial Research (CSIR)
Meiring Naudé Road
Brummeria
Pretoria

9 TENDER PROGRAMME

The tender program, as currently envisaged, incorporates the following key dates:

- Issue of tender documents: 05/10/2018
- Closing / submission Date: 19/10/2018

10 SUBMISSION OF PROPOSALS

10.1 All proposals are to be sealed. No open proposals will be accepted.

10.2 All proposals are to be clearly marked with the RFP number and the name of the tenderer on the outside of the main package. Proposals must consist of two parts, each of which is placed in a separate sealed package clearly marked:

PART 1: Technical Proposal: RFP No.: 3236/19/10/2018

PART 2: Pricing Proposal, B-BBEE and other Mandatory Documentation:

RFP No.: 3236/19/10/2018

10.3 Proposals submitted by companies must be signed by a person or persons duly authorised.

10.4 The CSIR will award the contract to qualified tenderer(s)' whose proposal is determined to be the most advantageous to the CSIR, taking into consideration the technical (functional) solution, price and B-BBEE.

11 DEADLINE FOR SUBMISSION

Proposals shall be submitted at the address mentioned above no later than the closing date of **Friday, 19 October 2018** during CSIR's business hours. The CSIR business hours are between 08h00 and 16h30.

Where a proposal is not received by the CSIR by the due date and stipulated place, it will be regarded as a late tender. Late tenders will not be considered.

12 AWARDING OF TENDERS

12.1 Awarding of tenders will be published on the National Treasury e-tender portal or the CSIR's tender website. No regret letters will be sent out.

13 EVALUATION PROCESS

13.1 Evaluation of proposals

All proposals will be evaluated by an evaluation team for functionality, price and B-BBEE. Based on the results of the evaluation process and upon successful negotiations, the CSIR will approve the awarding of the contract to successful tenderers.

A two-phase evaluation process will be followed.

- The first phase includes evaluation of **elimination** and **functionality criteria**
- The second phase includes the evaluation of **price** and **B-BBEE** status.

Pricing Proposals will only be considered after functionality phase has been adjudicated and accepted. Only proposals that achieved the specified minimum qualification scores for functionality will be evaluated further using the preference points system.

13.2 Preference points system

The 80/20 preference point system will be used where 80 points will be dedicated to price and 20 points to B-BBEE status. If all tenders received are more than R50m, the proposal will be cancelled and re-issued.

14 PRICING PROPOSAL

14.1 Pricing proposal must be cross-referenced to the sections in the Technical Proposal. Any options offered must be clearly labelled. Separate pricing must be provided for each option offered to ensure that pricing comparisons are clear and unambiguous.

14.2 Price needs to be provided in South African Rand (excl. VAT), with details on price elements that are subject to escalation and exchange rate fluctuations clearly indicated.

14.3 Price should include additional cost elements such as freight, insurance until acceptance, duty where applicable.

14.4 Only firm prices* will be accepted during the tender validity period. Non-firm prices** (including prices subject to rates of exchange variations) will not be considered.

**Firm price is the price that is only subject to adjustments in accordance with the actual increase or decrease resulting from the change, imposition, or abolition of customs or excise duty and any other duty, levy, or tax which, in terms of a law or regulation is binding on the contractor and demonstrably has an influence on the price of any supplies, or the rendering costs of any service, for the execution of the contract;*

***Non-firm price is all prices other than "firm" prices.*

14.5 Payment will be according to the CSIR Payment Terms and Conditions.

15 VALIDITY PERIOD OF PROPOSAL

Each **proposal** shall be valid for a minimum period of three (3) months calculated from the closing date.

16 APPOINTMENT OF SERVICE PROVIDER

16.1 The contract will be awarded to the tenderer who scores the highest total number of points during the evaluation process, except where the law permits otherwise.

16.2 Appointment as a successful service provider shall be subject to the parties agreeing to mutually acceptable contractual terms and conditions. In the event of the parties failing to reach such agreement CSIR reserves the right to appoint an alternative supplier.

16.3 Awarding of contracts will be announced on the National Treasury website and no regret letters will be sent to unsuccessful bidders.

17 ENQUIRIES AND CONTACT WITH THE CSIR

Any enquiry regarding this RFP shall be submitted in writing to CSIR at tender@csir.co.za with "***RFP No 3236/19/10/2018 The provision of consulting services to develop a skills development curriculum for young professionals in the cast metals industry***" as the subject.

Any other contact with CSIR personnel involved in this tender is not permitted during the RFP process other than as required through existing service arrangements or as requested by the CSIR as part of the RFP process.

18 MEDIUM OF COMMUNICATION

All documentation submitted in response to this RFP must be in English.

19 COST OF PROPOSAL

Tenderers are expected to fully acquaint themselves with the conditions, requirements and specifications of this RFP before submitting proposals. Each tenderer assumes all risks for resource commitment and expenses, direct or indirect, of proposal preparation and participation throughout the RFP process. The CSIR is not responsible directly or indirectly for any costs incurred by tenderers.

20 CORRECTNESS OF RESPONSES

20.1 The tenderer must confirm satisfaction regarding the correctness and validity of their proposal and that all prices and rates quoted cover all the work/items specified in the RFP. The prices and rates quoted must cover all obligations under any resulting contract.

20.2 The tenderer accepts that any mistakes regarding prices and calculations will be at their own risk.

21 VERIFICATION OF DOCUMENTS

21.1 Tenderers should check the numbers of the pages to satisfy themselves that none are missing or duplicated. No liability will be accepted by the CSIR in regard to anything arising from the fact that pages are missing or duplicated.

21.2 ***One hard copy and one electronic copy (CD or USB memory key)*** of each proposal must be submitted. In the event of a contradiction between the submitted copies, the hard copy shall take precedence.

21.3 Pricing schedule and B-BBEE credentials should be submitted with the proposal, but as a separate document and no such information should be available in the technical proposal.

21.4 If a courier service company is being used for delivery of the proposal document, the RFP description must be endorsed on the delivery note/courier packaging to ensure that documents are delivered to the tender box, by the stipulated due date.

22 SUB-CONTRACTING

22.1 A tenderer will not be awarded points for B-BBEE status level if it is indicated in the tender documents that such a tenderer intends sub-contracting more than **25%** of the value of the contract to any other enterprise that does not qualify for at least the points that such a tenderer qualifies for, unless the intended sub-contractor is an exempted micro enterprise that has the capability and ability to execute the sub-contract.

22.2 A tenderer awarded a contract may not sub-contract more than **25%** of the value of the contract to any other enterprise that does not have an equal or higher B-BBEE status level than the person concerned, unless the contract is sub-contracted to an exempted micro enterprise that has the capability and ability to execute the sub-contract.

23 ENGAGEMENT OF CONSULTANTS

The consultants will only be remunerated at the rates:

23.1 Determined in the "Guideline for fees", issued by the South African Institute of Chartered Accountants (SAICA); or

23.2 Set out in the "Guide on Hourly Fee Rates for Consultants", by the Department of Public Service and Administration (DPSA); or

23.3 Prescribed by the body - regulating the profession of the consultant.

24 TRAVEL EXPENSES

24.1 All travel expenses for the CSIR's account, be it directly via the CSIR's travel agent or indirectly via re-imbursing, must be in line with the CSIR's travel policy. The following will apply:

24.1.1 Only economy class tickets will be used.

24.1.2 A maximum of R1300 per night for accommodation, dinner, breakfast and parking will be allowed.

24.1.3 No car rentals of more than a Group B will be accommodated.

25 ADDITIONAL TERMS AND CONDITIONS

- 25.1 A tenderer shall not assume that information and/or documents supplied to CSIR, at any time prior to this request, are still available to CSIR, and shall consequently not make any reference to such information document in its response to this request.
- 25.2 Copies of any affiliations, memberships and/or accreditations that support your submission must be included in the tender.
- 25.3 In case of proposal from a joint venture, the following must be submitted together with the proposal:
- Joint venture Agreement including split of work signed by both parties;
 - The original or certified copy of the B-BBEE certificate of the joint venture;
 - The Tax Clearance Certificate of each joint venture member;
 - Proof of ownership/shareholder certificates/copies; and
 - Company registration certificates.
- 25.4 An omission to disclose material information, a factual inaccuracy, and/or a misrepresentation of fact may result in the disqualification of a tender, or cancellation of any subsequent contract.
- 25.5 Failure to comply with any of the terms and conditions as set out in this document will invalidate the Proposal.

26 CSIR RESERVES THE RIGHT TO

- 26.1 Extend the closing date;
- 26.2 Verify any information contained in a proposal;
- 26.3 Request documentary proof regarding any tendering issue;
- 26.4 Give preference to locally manufactured goods;
- 26.5 Appoint one or more service providers, separately or jointly (whether or not they submitted a joint proposal);
- 26.6 Award this RFP as a whole or in part;
- 26.7 Cancel or withdraw this RFP as a whole or in part.

27 DISCLAIMER

This RFP is a request for proposals only and not an offer document. Answers to this RFP must not be construed as acceptance of an offer or imply the existence of a contract between the parties. By submission of its proposal, tenderers shall be deemed to have satisfied themselves with and to have accepted all Terms & Conditions of this RFP. The CSIR makes no representation, warranty, assurance, guarantee or endorsements to tenderer concerning the RFP, whether with regard to its accuracy, completeness or otherwise and the CSIR shall have no liability towards the tenderer or any other party in connection therewith.

DECLARATION BY TENDERER

Only tenderers who completed the declaration below will be considered for evaluation.

RFP No:

I hereby undertake to render services described in the attached tendering documents to CSIR in accordance with the requirements and task directives / proposal specifications stipulated in RFP No..... at the price/s quoted. My offer/s remains binding upon me and open for acceptance by the CSIR during the validity period indicated and calculated from the closing date of the proposal.

I confirm that I am satisfied with regards to the correctness and validity of my proposal; that the price(s) and rate(s) quoted cover all the services specified in the proposal documents; that the price(s) and rate(s) cover all my obligations and I accept that any mistakes regarding price(s) and rate(s) and calculations will be at my own risk.

I accept full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on me under this proposal as the principal liable for the due fulfilment of this proposal.

I declare that I have no participation in any collusive practices with any tenderer or any other person regarding this or any other proposal.

I accept that the CSIR may take appropriate actions, deemed necessary, should there be a conflict of interest or if this declaration proves to be false.

I confirm that I am duly authorised to sign this proposal.

NAME (PRINT)
CAPACITY
SIGNATURE
NAME OF FIRM
DATE

WITNESSES	
1
2
DATE:	

ANNEXURE A: FUNCTIONALITY EVALUATION SCORE- SHEET

Functional Factors	Criteria Description	Weighting	Scoring/ Rating				
			0	3	5	8	10
<i>Ability to develop the required curriculum</i>	<i>Track record of curriculum and courseware development in the training environment</i>	20	Did not provide any information	Response includes all focus areas - CV, no references	Response includes all focus areas - detailed CV, unrelated references	Response has capability and capacity to address all focus areas - detailed CV, track record (1 reference)	Response has capability and capacity to address all focus areas - detailed CV, excellent track record (multiple references)
<i>Ability to conduct training and evaluation for the required focus areas according to relevant specifications and standards</i>	<i>Evidence of individual assessments, interactive training and participation</i>	30	Did not provide any information	Response reflects a misunderstanding of some requirements	Response reflects an understanding of the requirements. Proof of 1 intervention	Response reflects an understanding of the requirements. Proof of 2 or more interventions	Response reflects an excellent understanding of the requirements, offers additional benefits, and provides proof of 3 or more interventions
<i>Ability to present the curriculum within required timeline</i>	<i>Balanced workplan</i>	20	Did not provide any information	Response reflects that the timeline will not be met - no flexibility	Response reflects that the timeline will be met - rigid process with no flexibility		Response reflects that the timeline will be met - structured approach to ensure flexibility
<i>Demonstration of foundry integrations into courseware</i>	<i>Clear indication that relevance to foundries is integrated into materials</i>	15	Did not provide any information	Generic response that reflects a scant knowledge of the foundry environment	Generic response that reflects a knowledge of the foundry environment - no integration		Response reflects an excellent knowledge of the foundry environment that will be fully integrated into the curriculum
<i>Ability to facilitate skills transfer to enhance the capacity of industry</i>	<i>Track record of effective training outcomes</i>	15	Did not provide any information	Some evidence of training outcomes, no indication of portfolio, or effectiveness	Portfolio of training outcomes - less than 5 training areas	Portfolio of training outcomes - all training areas	Portfolio of training outcomes - all training areas. Skills transfer plan attached

Key Competencies / Capabilities

Knowledgeable Accredited trainers

Bespoken solutions

Timeous delivery

Training Focus Areas

Best Practice in Quality Management at NQF level 5 worth 4 credits.

Advanced Project Management Course at 5 worth 8 credits.

Change Management at NQF level 5 worth 8 credits.

Management and Leadership Development at NQF 5 at 8 credits.

Quality and Customer Service at NQF level 5 and is worth 6 credits

Data and Record Management at NQF level 4 worth 4 credits.

Supply Chain Management at NQF level 5 worth 26 credits.

Labour Relations & Effective Discipline at NQF level 6 worth 13 credits

Problem Solving and Decision Making at NQF level 4 worth 8 credits

ANNEXURE B

Key focus areas to be covered under the Management Practice Series.

Module 1

Best Practice in Quality Management at NQF level 5 worth 4 credits.

- Explaining the Concept of Best Practice
- Identifying Best Practices that are Relevant to a foundry
- Comparing current practices in a foundry against best practice benchmark current performance
- Identifying best opportunities for maximum gain for a foundry
- Create a plan to implement best practices and get Input from Stakeholders
- Planning with reasonable contingencies
- Monitoring, recording and evaluating the implementation

Module 2

Advanced Project Management Course at 5 worth 8 credits.

- Learning and becoming familiar with advanced terminology, concepts, and definitions
- Gaining an understanding of key project success and failure factors within their workplace
- Developing the mind-set, key skills and processes to manage project teams
- Being able to refine the project scope statement
- Determining the approach for decomposing the work of the project to the required level of detail
- Apply key project management system techniques and formulate a Gantt chart, work-breakdown structure, and budget
- Identifying and solve problems when considering project alternatives and making the correct choice
- Working effectively with others when managing the implementation of a project plan
Collecting, evaluating, organizing and critically assessing information so that you can develop a clear and workable project solution

Module 3

Change Management at NQF level 5 worth 8 credits.

- Understanding change
- Promoting change
- Coping with change
- Appreciating change

Module 4

Management and Leadership Development NQF 5 at 8 credits

- Enhance and build on current management and leadership competencies.
- essential skills to influence and motivate their Assisting all managers and leaders develop the staff to achieve exceptional performance
- Building leadership on solid management skills,
- Supporting and sustaining management qualities and performances.
- Maintaining a balance between achieving results and developing people
- Appreciating the impact leadership style has on those who work with you.

Module 5

Quality and Customer Service at NQF level 5 and is worth 6 credits

- Understanding the vital importance of the customer to any organization
- Seeing the value in having excellent service for both internal and external customers
- Identifying the factors that can prevent an organization from maximizing customer value
- Understanding how to critically look at the customer service levels and to establish if the organization is truly customer driven
- Identifying different customer types and interact appropriately with them

Module 6

Data and Record Management at NQF level 4 worth 4 credits.

- Understanding of Record and data management systems and the related processes
- Overview of the guidelines that relate to record and data management
- Record and data management: data, storage and retrieval aspects
- Planning a storage and retrieval system
- Implementing and maintaining a filing system
- Guidelines for retention and disposal of records
- Archiving and disposal of records

- Practical tips and templates for use at work
- Practical application to own work environment and related types of data that are worked with
- Good administrative practices and processes
- Using technology effectively for data management

Module 7

Supply Chain Management at NQF level 5 worth 26 credits.

- Equipping supply chain practitioners to understand and respond to the changing foundry supply chain management environment
- Enable supply chain practitioners to be effective leaders and managers within the supply chain.
- Enable supply chain practitioners to be innovative, creative and competitive in the supply chain management environment
- Manage and develop sustainable supplier relationships.
- Demonstrate an understanding of a supply chain management environment within an organization
- Contribute to the development of a supply chain strategy and operational plans for the organisation.

Module 8

Labour Relations & Effective Discipline at NQF level 6 worth 13 credits

- Overview of the Basic Conditions of Employment Act
- The CCMA Guidelines on Misconduct of January 2012:
- Dispute Resolution Mechanisms
- Retrenchments / Operational Requirement terminations
- Managing Medical Incapacity in the Workplace
- Managing Poor Performance in the Workplace
- Misconduct in the workplace
- Misconduct in the Labour Relations Act
- Understanding various offences of misconduct in the workplace including: absenteeism; being under the influence of alcohol; sexual harassment; theft; damage to company property; insubordination, poor time keeping and many other forms of misconduct

- How to address and deal with the misconduct before it becomes serious
- Understanding the principles of the law of evidence

Module 9

Problem Solving and Decision Making at NQF level 4 worth 8 credits

- Identify the main obstacles that prevent problems from being solved in the organisation
- Understand the components required for successful problem solving
- Understand the importance of proper problem solving activity
- Use problem solving techniques to improve productivity and profitability
- Explain the benefits of having an effective and proactive approach to solving problems