



UMZIMVUBU

LOCAL MUNICIPALITY

ADVERT DATE: 24 November 2016

SERVICE PROVIDER TO CONDUCT TRAINING ON MUNICIPAL EMPLOYEES ON STRATEGIC MANAGEMENT FOR 6 EMPLOYEES

Bidders are hereby invited to submit proposal on municipal employees training for 6 employees, Terms of Reference will be available on the website and scm office for free.

MANDATORY DOCUMENTS TO BE SUBMITTED FAILURE TO DO SO WILL LEAD TO BE NON RESPONSIVE.

Umzimvubu Local Municipality with Supply Chain Management will apply. A valid Original Tax Clearance Certificate or confirmation from SARS with a verification pin, certified copy of company Registration/Founding Statement/CIPC Document. Certified BBBEE certificate and a combined BBBEE for a joint venture (non-elimination item). JV Agreement for Joint venture. 80/20 evaluation criteria. Prices quoted must be firm and must be inclusive of VAT for vat vendors. Certified ID Copies of Managing Directors/ Owners. MBD forms 4, 8 and 9 are compulsory submission and Billing Clearance certificate or Statement of Municipal Accounts. **No couriered, faxed, e-mailed and late tenders will be accepted after closing date.** Umzimvubu Local Municipality reserves the right not to appoint and value for money will be the key determinant. All tenders must be deposited in the tender box situated at **Umzimvubu Local Municipality Offices at 813 Main Street, Mt Frere** not later than **12h00 noon on 06 December 2016**. All tenders must be clearly marked "Name of the project and Reference number indicated above.

No Service provider will be considered if a person(s) working for the service of the State

Enquiries:

All technical enquiries may be directed to Ms.A. Monakali 039 255 8500 SCM Mr T Mbukusha 0392558555

Other enquiries regarding this Bid may be directed to the office of the Municipal Manager:

Attention: Mr G.P.T. Nota
813 Main Street or P/Bag X9020
MT FRERE
5090
Tel: (039) 255-8500
Fax: (039) 255- 01673

GPT NOTA
MUNICIPAL MANAGER

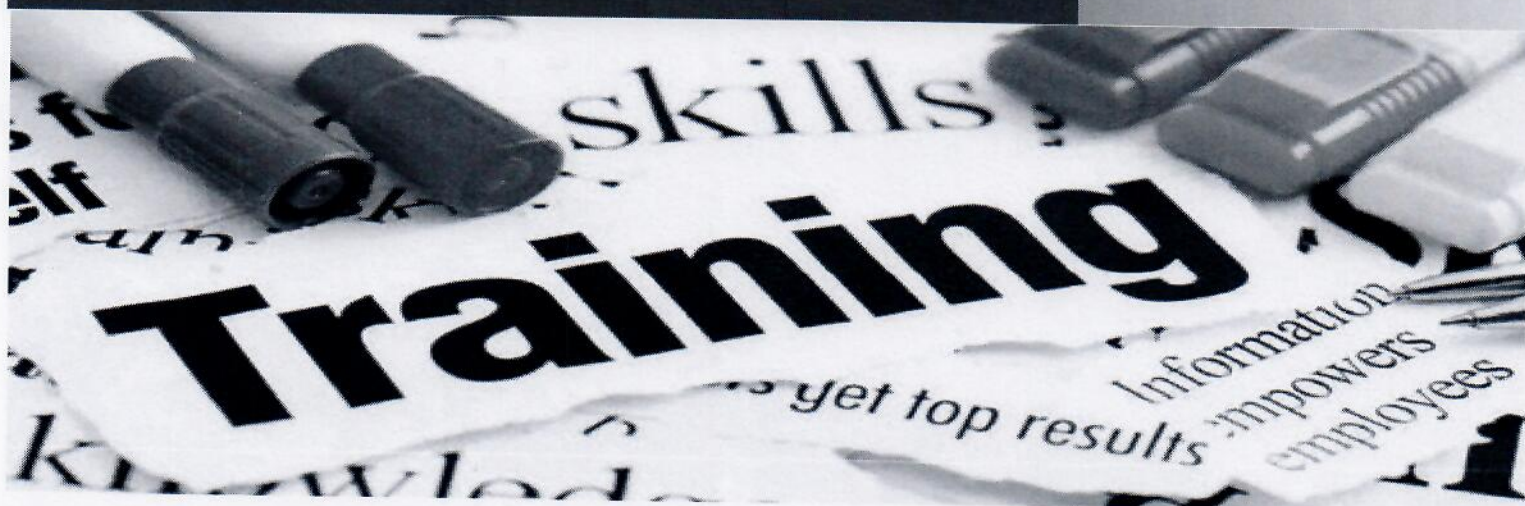


UMZIMVUBU
— LOCAL MUNICIPALITY —

UMZIMVUBU LOCAL MUNICIPALITY

2016 - 2017 FY

STRATEGIC MANAGEMENT TRAINING



TERMS OF REFERENCE

TRAINING OF UMZIMVUBU MUNICIPAL EMPLOYEES ON STRATEGIC MANAGEMENT

PROGRAMME: STRATEGIC MANAGEMENT COURSE

1. BACKGROUND

Strategic management is the continuous planning, monitoring, analysis and assessment of all that is necessary for an organisation to meet its goals, mission and objectives. This involves a set of management decisions and actions that result in formulating and implementing strategies that determine the performance and success of the organisation.

This training intervention is part of the Workplace Skills Plan for the 2016 / 2017 financial year and the aim is to equip employees with the core concepts, frameworks, and techniques of strategic management, which will allow them to understand what they must do to make an organization to achieve superior performance-be it a for-profit or non-profit one.

2. TARGET GROUP

There are Six (06) Municipal Employees who have requested the said training and are from the following departments:

Citizen & community services (2)

Special Programmes & Communication (1)

Corporate Services (3)

3. GOALS AND CONTENT OF THE TRAINING:

The goal of this course is to give employees and in-depth understanding of the following macro-areas: Strategic planning tools, roadmaps to develop strategic planning and effective implementation.

3.1 The content should cover but not limited the following aspects:-

3.1.1 INTERNAL STRATEGY RESEACH

Content Topics

- SWOT analysis
- Core Competences
- Current Performance
- Customer value proposition

3.1.2 STRATEGY CONSTRUCTION

Content Topics

- Vision

- Mission
- Strategy mapping (cause and effect)
- Determine behaviour patterns which will emanate from strategy
- Setting objectives (KPA'S ,KPI'S)
- Change management strategy

3.1.3 FORMULATING STRATEGY TO ACHIEVE VISION

Content Topics

- Agree vision, mission, culture and values of organisation
- Analyse where organisation is now
- Decide where the organisation wants to be ,and by when
- Selecting best strategic options to get there

3.1.4 STRUCTURES, PROCESSES AND PROCEDURES

Content Topics

- Budget Creation, monitoring and control
- Costing techniques and margin management
- Resource allocation and balancing priorities
- Creating systems to monitor effectiveness of implementation

3.1.5 MEASUREMENT AND REPORTING

Content Topics

- Setting long-term goals and manageable short-term targets
- Building contingencies into the strategy
- Measuring at clearly-defined milestones
- Reporting and incorporating feedback

3.1.6 SYSTEMATIC STRATEGIC COMMUNICATION

Content Topics

- Two-way communication for stakeholders to inform and be informed
- Clear, concise and relevant messages from the best messenger
- Identify and use a variety of methods and channels
- Gain commitment through frequency of communication

3.1.7 RISK AND CRISIS MANAGEMENT

Content Topics

- Identify all risk, evaluate potential impact and mitigate accordingly
- Incorporate strategic flexibility to respond to internal and external changes and pressures
- Prevent issues becoming risk then turning into crises
- Create, practise and be prepared to implement crisis plans

3.1.8 PREVENT FAILURE OF STRATEGIES

Content Topics

- Recruit and retain people with appropriate skills, experience and track record
- Clarify and communicate roles and responsibilities
- Encourage creative problems-solving and constructive conflict resolution
- Promote unity within teams and harmony between teams

3.1.9 SKILLS FOR SUCCESS

Content Topics

- Communication, including: presentations, meetings, oral, listening, body language and written
- Delegation to increase productivity
- Negotiation and influencing skills for win-win for all
- Time management for minimum effort to produce maximum results

3.1.10 STRATEGIC MANAGEMENT SKILLS

Content Topics

- Leadership theories & styles
- Attributes of successful leaders
- Strategic skills: traits or contextual
- Visioning, communicating & framing
- Team and organisation perspectives on implementing strategies
- Leading others through the strategic process

4. DURATION

This training has to be done and completed within a maximum number of five (05) working days.

5. METHODOLOGY

- 5.1 The course should be engaging and interactive.
- 5.2 The use of constructive feedback and tips for improvement should be given to the participants.
- 5.3 This training programme should be delivered at a specified National Qualification Framework (NQF) and Unit standard aligned
- 5.4 The service provider must ensure that the competency assessment is done to the participants and there is submission of POEs.
- 5.5 The participants shall be given training materials by the service provider.
- 5.6 To provide an Assessment Plan and assessment process during and after the training
- 5.7 A detailed close-out report for the work done should be submitted one (1) week after completion of the training.
- 5.8 Competency certificates for participants be submitted to the HRD Officer within four (4) months after completion of training.
- 5.9. The training will be conducted in the municipal premises and arrangements related logistics shall be done within the municipality

6. LEARNING OUTCOMES

After this training the expected learning outcomes are that the participants will able to:

- 6.1 Understand the integrative nature of strategic management.

- 6.2 Display a knowledge of principal models of strategic management.
- 6.3 Appreciate the importance of environmental and industry analysis in formulating strategy.
- 6.4 Generate and evaluate strategic alternatives.
- 6.5 Construct strategy-implementation plans.
- 6.6 Identify and evaluate the role of leadership, organisational structure and change-management in strategy-implementation.
- 6.7 Understand and apply the key tools and analytical frameworks of strategic management.
- 6.8 Set performance targets of teams to meet strategic objectives.
- 6.9 Monitor actions and activities defined improve team performance.
- 6.10 Identify skills to achieve strategic ambitious.

7. PROPOSAL/ SUBMISSION REQUIREMENTS

7.1 List of Contents

All proposals must cover the following aspects of importance:

7.1.1 A Detailed Company Profile

Including brief history, field of expertise, staff resources, a proven tracking record of conducting trainings, where the main office is based as well as any other offices and a list of recently completed projects.

7.1.2 Proposed Methodology

Service provider should come up with a sound and workable methods for the development of the above.

7.1.3 Accreditation

7.1.3.1 Training provider must be accredited by the relevant Sector Education and Training Authority (SETA)

7.1.3.2 A copy of accreditation certificate, specifically a letter from the SETA specifying the areas of accreditation must be attached to the proposal.

7.1.3.3 Training provider must provide proof of previous training similar to the one stated in these terms of reference and references

7.1.4 Proposed Cost Structure

Detailed Breakdown of Proposed Fee Structure should be clearly stated and whether it's inclusive of VAT or not.

7.2 Expertise Required:

It is the responsibility of the appointed service provider to make a constant follow up on the submission of the certificates of the learners at least four months after completion of training.

7.3 Compulsory Terms and Conditions

A proposal will not be considered unless the service provider furnishes the ULM with the duly completed documents mentioned from 7.1.1 to 7.1.4 above. In the event that a proposal is submitted by a consortium/joint venture, each party, consultant and or sub-contractor of such consortium/joint venture must complete each of the documents mentioned below:-

- a) Proof Ownership
- b) Declaration of Interests
- c) Tax Certificate

7.4 The consortium submitting the proposal must declare any conflict of interests that it may have.

7.5 The ULM reserve the rights, not to accept any proposals in part or in whole

7.6 The ULM reserves the rights to suggest partnerships or joint venture to be formed between bidders, or that the assignment must be awarded to an exclusive BEE firm.

7.7 The ULM reserve the rights to amend any conditions, validity period, etc. in the event of material changes to the procedures, all parties will be duly notified and be dealt with transparently and equitable.

7.8 Successful bidders will need to be prepared to commence work within 14 working days of being informed of the awarding of the tender.

7.9 Failure to comply with these conditions will result in the invalidation of the proposal and subsequent expulsion/termination from the process.

7.10 Successful bidder will be required to submit a detailed close-out report.

7.11 The guidelines contained in the Umzimvubu Local Municipality Supply Chain Management policy will apply.

8. WHERE TO SUBMIT:

8.1 All submissions must be clearly marked:

“TRAINING OF MUNICIPAL EMPLOYEES ON STRATEGIC MANAGEMENT COURSE”

and be addressed for the attention of **the Municipal Manager, Mr G.P.T. Nota.**

- 8.2 Submissions must be hand delivered to the Supply Chain Management Municipal Offices in Mount Frere (KwaBhaca) at 813 Main Street, Mount Frere.
- 8.3 **Due date for the submission of proposal is 14 November 2016 at 12H00. NO LATE SUBMISSIONS WILL BE CONSIDERED**

9. INFORMATION AND ENQUIRIES

9.1 TECHNICAL ENQUIRIES

To the attention of Miss A Monakali -Human Resources Development office and Mr T Mbukushe –Supply Chain Management office

Phone : +2739 255 8563/8556

Fax : +2739 255 0167

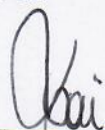
Email : Monakali.Amanda@umzimbvubu.gov.za.

9.2 OTHER ENQUERIES

Any other queries related to the bid must be addressed to the attention of the Municipal Manager, Mr G.P.T. Nota.

813 Main Street
Private Bag X 9020
MOUNT FRERE
5090

Phone : +2739 255 8563
Fax : +2739 255 0167



MRS N KUBONE
MANAGER: CORPORATE SEVIRCES