

## Request for Proposals (RFP)

### To undertake Life Cycle Management Capability Maturity Model assessments at six (6) companies

**RFP No. 978/01/12/2021**

Date of Issue	Wednesday, 17 November 2021	
Last date for submission queries	Friday, 26 November 2021	
Closing Date and Time	<b>Wednesday, 01 December 2021 at 16:30pm</b>	
Electronic Submission link		
Enquiries	Strategic Procurement Unit	E-mail: <a href="mailto:tender@csir.co.za">tender@csir.co.za</a>
CSIR business hours	08h00 – 16h30	
Category	Professional Services	

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## SECTION A – TECHNICAL INFORMATION

### 1 INTRODUCTION

The National Cleaner Production Centre South Africa (NCPC-SA) is a national support programme that drives the transition of South African industry towards a green economy through appropriate resource efficient and cleaner production (RECP) interventions.

The NCPC-SA is collaborating with Department of Trade, Industry and Competition's (the dtic) Industrial Competitiveness & Growth Branch: Clothing, Textile, Footwear and Leather (CTFL) sector desk to roll out a pilot project to assist in ***Addressing inefficiencies within the leather and tanning industry in South Africa through Resource Efficiency and Cleaner Production (RECP)***.

The objective of the project is to enable productivity upgrading and technology absorption capabilities in support of competitiveness, employment growth and transformation and to also develop concrete plans to rapidly and effectively upgrade management, operations, and technology skills across the R-CTFL value chain as outlined in the dtic's masterplan.

The role of the NCPC-SA is to provide sustainable support to industry which is in alignment with the dtic's masterplan.

### 2 BACKGROUND

The CSIR's NCPC-SA as part of its mandate has been extensively rolling out Resource Efficiency and Cleaner Production assessments across the various priority industry sectors, with the aim of assisting participating companies to gain an understanding of their energy consumption, water management and material utilisation. In addition to this the NCPC-SA has introduced the Life Cycle Management Capability Maturity Model (LCM-CMM) project, which is aimed at assisting companies to develop more rigorous methods based on life cycle thinking that could potentially provide both improved environmental performance and competitive edge. Businesses are increasingly being challenged to accept responsibility the social and environmental impacts of their product and operations. Sustainable development is widely promoted to satisfy the needs of the present without compromising the ability of future generations to meet their needs, and whilst there may be broad agreement on the principles of sustainable development, there is much less agreement on how to put those principles into practice. The diverse range of stakeholder issues within the value chain has resulted in a list of performance measures, recommended practices, and desired outcomes that businesses

are expected to track and report. The challenge though is that these requirements can overwhelm the capacity and resources within small to medium businesses, and this could potentially produce very little improvement and stifle positive change.

A more fundamental challenge is that even with the best intentions, there is no guarantee that corporate sustainability programs driven by global principles and standards will solve local environmental problems or achieve the developmental priorities of society.

Communities face many environmental and social challenges on a daily basis, and depending on the region, some will have a mix of industries that is uniquely dependent on its historical path of development. Businesses are driven by global competition to manage its operations to optimise the performance of its value chain, and the impacts on local ecosystems will be dependent on the particular mix of industries located in that particular community. It is therefore not possible that companies within a particular value chain can assess how their operations interact with that of other companies in the region to achieve optimum results for the community. There is absolutely no guarantee that these individual companies within the value chain can optimise its operations to ensure that the resilience of local ecosystems are preserved in such a manner that it will meet the needs to satisfy community development.

The NCPC-SA has therefore secured funding to undertake six (6) LCM-CMM assessments at selected companies located in KwaZulu Natal and North West Provinces, to demonstrate potential strategies to manage its value chain in a responsible manner.

<b>Companies</b>	<b>Industry</b>	<b>Location</b>
Novita Shoes	Footwear manufacturer	Chatsworth, Durban- KwaZulu Natal
Caprini Footwear	Footwear Manufacturer	Isipingo, Durban - KwaZulu Natal
Planet Events Pty Ltd	Shoe components	Jacobs, Durban- KwaZulu Natal
Saddler Belts and Leather Crafts Pty Ltd	Leather Goods manufacture	Redhill, Durban- KwaZulu Natal
Rexview Investments (Pty) Ltd	Footwear Manufacturer	Chatsworth, Durban - KwaZulu Natal
Amapho Boarder (Pty) Ltd	Game farming and Slaughterhouse	Groot Marico, North West

These assessments will be undertaken by a suitably qualified specialist to build capacity within participating companies in their supply chain, by identifying and managing social and environmental issues in a manner that is tailored to their individual business strategies and priorities.

This project is strategic for the Centre, as this customized decision-making process is expected to better balance the tension between the economic logic of global value chains and the localized logic of sustainability, which will yield stronger suppliers and more vibrant communities. It will also assist participating companies and suppliers in identifying where and how to start and continue their journey towards sustainability.

This document serves to provide Terms of Reference for the work to be undertaken at the six (6) companies by the specialist.

### **3 INVITATION FOR PROPOSAL**

Proposals are hereby invited for consultants to undertake life cycle management assessments at six (6) companies located in the Kwa Zulu Natal and North West, by using the Capability Maturity Model and Framework to communicate life cycle management to businesses within a global value chain context.

It is requested that proposals include costings for the all the six (6), in order for allocations to be made to the top service providers who qualify, top meet the timeframe expectations.

#### 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.

This Request for Proposals requires interested Service Providers to submit a portfolio of evidence, outlining activities and experience in the field of life cycle management, in order for the National Cleaner Production Centre South Africa to establish their competence to perform and deliver the required Capability Maturity Model training and assessment services.

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

***Use the information in the Table below as a guide for the portfolio of evidence required:***

Criteria	Elements of Detail
Organisational Profile and Service Offering	Provide a summary of key services and offerings. Attach relevant supporting as appendices.
Number of Project / Technical members	State project team (i.e., number of technical staff)
Period Company in Existence	State number of years in existence
Life Cycle Management Experience	<ul style="list-style-type: none"> <li>Indicate knowledge and experience in transferring knowledge on life cycle related activities</li> </ul>
	<ul style="list-style-type: none"> <li>Indicate knowledge and exposure to specialised concepts (i.e. life cycle management, life cycle assessments, etc.)</li> </ul>
	<ul style="list-style-type: none"> <li>State number of life cycle management interventions undertaken and the success of individual projects.</li> </ul>
	<ul style="list-style-type: none"> <li>Indicate competence and capability with regards to software and tools for life cycle management activities and consulting support.</li> </ul>
Consultant Qualifications	Provide overview of qualifications i.e. life cycle management related qualifications, United Nations Environmental Programme (UNEP) Certification, and attach CV's of key technical staff.
Industry Experience	List experience of industry sectors supported by the NCPC-SA
Training and Capacity Building Competency	Briefly outline where applicable: <ul style="list-style-type: none"> <li>Experience and evidence of training capability</li> <li>Experience and evidence of coaching and mentoring</li> </ul>

Criteria	Elements of Detail
	<ul style="list-style-type: none"> <li>• Registration as recognised trainer / facilitator, assessor, and/or moderator. Please state disciplines or subjects of expertise</li> <li>• Experience and evidence of Training programme and / or training material development (indicate level of complexity)</li> </ul>
Life Cycle Management Capability Maturity Model approach and methodology	In detail outline how the LCM-CMM project will be rolled out
BBBEE Rating	Specify BBBEE level contributor, include copy of certificate
Financial Costing	Briefly outline Costing structure and approach. <ul style="list-style-type: none"> <li>• Indicate tariff rates for key technical staff</li> <li>• Provide indication of reimbursive expenses costs recovery approach (i.e., travel and accommodation expenses)</li> </ul>
References	Provide a min of 3 contactable references

In addition to the above generic portfolio guide, the application submission will be assessed against following competencies and skill sets, to determine the suitability of Service Provider to meet the requirements of the NCPC-SA:

1. Good written communications and presentation of facts
2. Well versed in report writing (technical)
3. Good command of the English language.

## 5 PROJECT OUTCOMES AND DELIVERABLES

The NCPC-SA has secured six (6) companies, and the Consultant will be responsible for undertaking the following activities as part of the Life Cycle Management Capability Maturity Model deliverables:

- Conducting the assessment at each participating company by developing a shared responsibility approach to support sustainable consumption and production.
- Develop material specific to the LCM-CMM Framework and methodologies to present to companies
- Collect and analyze inventory data
- Implement supplier evaluation processes within the value chain of companies
- Assess the environmental impacts of suppliers within the value chain
- Assess opportunities to optimize the environmental and social impacts within the value chain

It is anticipated that the following deliverables will be key to the successful completion of the Life Cycle Management Capability Maturity Model assessments:

- Development of a project activity plan and schedule for the Life Cycle Management Capability Maturity Model assessments to be undertaken
- Preparations for engaging with companies to define individual scope and collect data for life cycle inventory quantification purposes
- To complete the LCM-CMM assessment for each participating company
- Final LCM-CMM Report to the six (6) participating companies that interprets the results of each individual assessment and make recommendations

## **6 COMMENCEMENT AND COMPLETION DATES**

It is anticipated that the work will commence upon acceptance and signing of a contract with an appropriate specialist appointed by the NCPC-SA, and it is expected that the project will be completed within 3 months of commencement of the project, depending on the extent of the project.

The specialist consultant will provide the NCPC-SA with a projected schedule of the proposed activities with projected times frames and reporting deadlines to keep the NCPC-SA informed of progress. The NCPC-SA is to be informed of all meetings scheduled with companies and all the necessary arrangements should be made to ensure that the NCPC-SA is present during these sessions. All reports issued and presented will be completed under the NCPC-SA brand.

## **7 ALLOCATE BUDGET FOR THE CONTRACTED SERVICES**

This project will be managed by the NCPC-SA and conducted by the appointed specialist, and the cost of the project will be subsidised through the NCPC-SA

## **8 FUNCTIONAL EVALUATION CRITERIA**

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

<b>Criteria</b>	<b>Weight</b>
Proposal Structure	10%
Scheduling	10%
Life Cycle Management Capability Maturity Model Experience	60%
Industry Experience	20%



- 8.2 Proposals with functionality / technical 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.
- 8.3 Refer to **Annexure A** for the scoring sheet that will be used to evaluate functionality.

## **9 ELIMINATION CRITERIA**

Proposals will be eliminated under the following conditions:

- Submission after the deadline (closing date and time);
- Proposals submitted at incorrect location;
- Suppliers that are listed on the National Treasury Database of restricted suppliers.

## **10 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](http://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

### 11 TENDER PROGRAMME

The tender timeframes of this bid are set out below:

Bid Description	Request for Proposals (RFP) to undertake Life Cycle Management Capability Maturity Model assessments at six (6) companies
Last date of submission of enquiries	Friday, 26 November 2021
Bid closing date	<b>Wednesday, 01 December 2021</b>
Validity period	120 Business Days from Closing Date  Bidders are to note that they may be requested to extend the validity period of their bid, at the same terms and conditions, if the internal evaluation process has not been finalised within the validity period. However, once the adjudication body has approved the process and award of the business to the successful bidder(s), the validity of the successful bidder(s)' bid will be deemed to remain valid until a final contract has been concluded.

- All dates and times in this bid are South African standard time.
- Any time or date in this bid is subject to change at the CSIR's discretion. The establishment of a time or date in this bid does not create an obligation on the part of the CSIR to take any action, or create any right in any way for any bidder to demand that any action be taken on the date established. The bidder accepts that, if the CSIR extends the deadline for bid submission (the Closing Date) for any reason, the requirements of this bid otherwise apply equally to the extended deadline.

### 12 SUBMISSION OF PROPOSALS

12.1 All RFP proposals are to be submitted electronically to tender@csir.co.za . No late proposals will be accepted.

12.2 All RFP proposals submissions are to be clearly subject-referenced with the RFP number.

12.3 The email and file sizes must not exceed a total of 30MB per email.

- 12.4 The naming / labelling syntax of files or documents must be short and simple (e.g. BBEE Certificate).
- 12.5 Responses submitted by bidders must be signed by a person or persons duly authorised.
- 12.6 Bid documents will only be considered if received before the closing date and time. The tender link will be unavailable after the closing date and time. Bidders are requested to submit proposal before the closing date and time.

### 13 DEADLINE FOR SUBMISSION

Proposals shall be submitted at the address mentioned above no later than the closing date of **Wednesday, 01 December 2021** 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.

### 14 AWARDING OF TENDERS

- 14.1 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.

### 15 EVALUATION PROCESS

#### 15.1 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**, local production and content.
- 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.

## 15.2 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.

## 16 PRICING PROPOSAL

- 16.1 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.
- 16.2 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.
- 16.3 Price should include additional cost elements such as freight, insurance until acceptance, duty where applicable.
- 16.4 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.*

- 16.5 Payment will be according to the CSIR Payment Terms and Conditions.

## 17 APPOINTMENT OF SERVICE PROVIDER

- 17.1 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.
- 17.2 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.
- 17.3 Awarding of contracts will be announced on the National Treasury website and no regret letters will be sent to unsuccessful bidders.

## 18 ENQUIRIES AND CONTACT WITH THE CSIR

Any enquiry regarding this RFP shall be submitted in writing to CSIR at [tender@csir.co.za](mailto:tender@csir.co.za) with **"RFP No 978/01/12/2021 - as the subject. To undertake Life Cycle Management Capability Maturity Model assessments at six (6) companies.**

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.

## 19 MEDIUM OF COMMUNICATION

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

## 20 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.

## **21 CORRECTNESS OF RESPONSES**

- 21.1 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.
- 21.2 The tenderer accepts that any mistakes regarding prices and calculations will be at their own risk.

## **22 VERIFICATION OF DOCUMENTS**

- 22.1 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.
- 22.2 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.

## **23 SUB-CONTRACTING**

- 23.1 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.
- 23.2 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.

## **24 ENGAGEMENT OF CONSULTANTS**

The consultants will only be remunerated at the rates:

- 24.1 Determined in the "Guideline for fees", issued by the South African Institute of Chartered Accountants (SAICA); or
- 24.2 Set out in the "Guide on Hourly Fee Rates for Consultants", by the Department of Public Service and Administration (DPSA); or
- 24.3 Prescribed by the body - regulating the profession of the consultant.

## **25 TRAVEL EXPENSES**

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.

## **26 ADDITIONAL TERMS AND CONDITIONS**

- 26.1 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.
- 26.2 Copies of any affiliations, memberships and/or accreditations that support your submission must be included in the tender.
- 26.3 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.
- 26.4 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.
- 26.5 Failure to comply with any of the terms and conditions as set out in this document will invalidate the Proposal.

## **27 CSIR RESERVES THE RIGHT TO**

- 27.1 Extend the closing date;
- 27.2 Verify any information contained in a proposal;
- 27.3 Request documentary proof regarding any tendering issue;
- 27.4 Give preference to locally manufactured goods;
- 27.5 Appoint one or more service providers, separately or jointly (whether or not they submitted a joint proposal);
- 27.6 Award this RFP as a whole or in part;
- 27.7 Cancel or withdraw this RFP as a whole or in part.

## **28 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: 978/01/12/2021**

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: Scoring Matrix

		Scores				
Weight	Criteria	2	5	7	8	10
10%	Proposal Structure (Including Proposed Methodology and Approach)	Proposal contains <u>less</u> information about the service provider and technical experiences as specified in the RFP	Proposal contains detailed information about the service provider, technical capabilities, capacity building experiences and industry interventions as specified in the RFP	Proposal contains detailed information about the service provider, project team, technical capabilities, capacity building experience, industry experiences, <u>life cycle management exposure</u> , as well as the methodology and approach to be used.	Proposal contains extensive detail on the service provider, actual project team and qualifications, industry and <u>life cycle management experience, competencies in training and capacity building, references, life cycle management exposure</u> , as well as outlining the methodology and approach to be used.	Excellent proposal displaying extensive evidence of the service provider, actual project team and qualifications, industry and life cycle management experience, competencies in training and capacity building and references as requested in the RFP. Furthermore, it contains other relevant information/content beyond the specified RFP structure, such as <u>exposure to concepts of LCM-CMM, water and carbon foot printing, life cycle assessments</u> , as well as the methodology and approach that will be used.
10%	Scheduling	Scheduling not provided	Provides sequencing of events with timing e.g., including a basic Gantt chart	Provides logical sequencing of events with acceptable timing e.g., including a Gantt chart	Provides logical sequencing of events with acceptable timing e.g., including a Gantt chart with team resource allocated	Provides logical sequencing of events with desirable timing e.g., including advanced Gantt chart with timing of individual resources allocated
60%	Life Cycle Activities and Life Cycle Management Capability Maturity Model Experience	Project team provides very little indication of knowledge and experience on life cycle related activities	Project team provides some indication of knowledge and experience in life cycle related activities	Project team has extensive knowledge and experience on life cycle related activities and has been exposed to specialised concepts such as LCM, LCA's, Water and carbon foot printing, etc	Project team has extensive knowledge and experience in life cycle related activities and has been exposure to specialised concepts such as LCM, LCM-CMM, LCA's, Water and carbon foot printing. The project team also provides an indication of competence and capabilities to software and tools related to LCM activities	Project team has extensive knowledge and experience in life cycle related activities and has been exposed to specialised concepts such as LCM, LCA's, Water and carbon foot printing. The project team also indicates competence and capability to software and tools to LCM activities, and has extensive experience on LCM-CMM specific projects and training
20%	Industry Experience	Project team provides an indication of less than 5 industry related interventions on Life Cycle Management, Life Cycle Assessments, RECP Assessments, etc	Project team provides an indication of between 5-10 industry related interventions on Life Cycle Management, Life Cycle Assessments, RECP Assessments, etc	Project team provides an indication of between 11-15 industry related interventions on Life Cycle Management, Life Cycle Assessments, RECP Assessments, etc	Project team provides an indication of between 16-20 industry related interventions on Life Cycle Management, Life Cycle Assessments, RECP Assessments, etc	Project team provides an indication of more than 20 industry related interventions on Life Cycle Management, Life Cycle Assessments, RECP Assessments, etc