



## **ServQual Model: Stakeholder Satisfaction Survey Non-Compulsory Briefing –**

**02 June 2025**

On 02 June 2025, merSETA held a non-compulsory briefing session to address the questions, enquiries and clarifications regarding the advertised tender of the above-mentioned.

The following are the questions raised during the briefing session with answers:

- 1. A very similar Terms of Reference was issued previously, can merSETA indicate why the TOR was re-issued??**

**Response:**

Yes, the merSETA previously issued a similar Terms of Reference (TOR). However, after careful consideration and internal review, it was deemed necessary to make certain amendments to the document to better align with the project's objectives and address critical areas that required further clarification. As a result, the TOR was re-issued to ensure it accurately reflects the requirements and expectations of the initiative.

- 2. Point 5.4. of the ToR mentions learners as potentially being included in the Study, however, learners are not included in the table provided as part of 5.6 (table which illustrates the sample sizes for stakeholders to be included in the study) – should learners be surveyed as part of the Project and if so, what is the expected sample size (and what is the estimated population size)?**

**Response:**

The service provider is required to survey the sample size as specified in the Terms of Reference (ToR). Learners, along with training managers, training officers, and other relevant personnel, form part of the sample from merSETA levy-paying and non-levy-paying companies (small, medium, and large). It is important to note that each company will be considered as a single entry within the required percentage sample, regardless of the number of interviewees surveyed within that company.

- 3. Item 5.8. mentions conducting the survey using appropriate methods, e.g. online, telephonic and in-person – can surveys be conducting using just one method, e.g. online, or is the expectation that it is done using a combination of these methods? (e.g. some online, some telephonic, some in-person)?**

**Response:**

The survey methodology is expected to involve a combination of methods—online, telephonic, and/or in-person—depending on what is most applicable and effective for the target stakeholders. While the Terms of Reference (ToR) allows flexibility, Section 5.4 under "Scope of Project" emphasizes that the service provider must propose a suitable methodology or combination of methodologies for data collection.

The proposed approach should align with the nature of the stakeholders being surveyed, ensuring that the chosen methods facilitate comprehensive, accurate, and efficient data collection.

**4. How many stakeholders should be included in the pilot testing?**

**Response:**

The pilot testing phase is a critical step to ensure the validity and reliability of the survey tool, as outlined in Section 7.4 of the Terms of Reference. While the exact number of stakeholders for the pilot phase is not explicitly stated, it is expected that a small, representative sample of stakeholders from the target groups (e.g., employers, training providers, and internal stakeholders) should be included. The purpose of the pilot is to gather sufficient feedback to refine and adjust the survey tool before full implementation. The bidder should propose a pilot phase that is proportional to the overall stakeholder population, ensuring diverse representation.

**5. Can merSETA please expand upon its expectations in terms of the ongoing implementation support and what will be involved here so we can ensure accuracy in our pricing, for example, in terms of facilitating workshops to train staff on implementing changes - how many workshops would need to be conducted?**

**Response:**

The ongoing implementation support outlined in Section 7.9 of the Terms of Reference (ToR) aims to ensure that the recommendations and improvements derived from the survey findings are effectively implemented and sustained. The scope of this support includes multiple aspects, such as the development of strategies, tools, and action plans, as well as providing training and expertise to address identified gaps.

In terms of facilitating workshops to train staff on implementing changes, bidders are encouraged to propose an initial estimate of workshops based on their experience with similar projects, considering factors such as the size of the merSETA and the diversity of stakeholders.

Additionally, the service provider is expected to specify how they will support other ongoing responsibilities.

**6. Can you expand upon merSETA's expectations in terms of the "comprehensive evaluation" to be conducted as mentioned in point 7.11.?**

**Response:**

The "comprehensive evaluation" outlined in Section 7.11 of the Terms of Reference (ToR) is a critical component of the project's conclusion. The evaluation is intended to provide an in-depth assessment of the project's outcomes, its impact, and the overall effectiveness of the implemented strategies over the two-year period.

merSETA's expectations for the comprehensive evaluation include:

- A detailed analysis of whether the project objectives and intended outcomes were achieved, including the effectiveness of the implemented service improvements and strategies.
- Documenting key successes, challenges encountered during implementation, and how they were addressed.

- Evaluating the impact of the interventions on stakeholders (e.g., employers, training providers, and internal staff) and identifying any measurable improvements in service delivery or stakeholder satisfaction.
- Highlighting key lessons learned throughout the project lifecycle to inform future initiatives and ensure continuous improvement in similar projects.

**7. What constitutes "conducting similar survey"?**

**Response:**

"Conducting a similar survey" refers to the design, implementation, and management of a survey project with comparable objectives, scope, and stakeholder involvement to those outlined in the Terms of Reference (ToR).

- Experience in conducting surveys aimed at assessing stakeholder perceptions, service delivery effectiveness, organisational performance, or similar areas.
- Proficiency in implementing surveys using various methodologies (e.g., online, telephonic, in-person) and ensuring the validity and reliability of the data collected.

**8. Can multiple people fulfil the data collection/report writing requirement if they each meet the 3-year experience mark?**

**Response:**

Yes

**9. Is there an expected number of team members for the data collection team?**

**Response:**

There must be a Project Manager, Data Collection Team and a Report Writer.

**10. Will merSETA be open to a proposed payment schedule?**

**Response:**

Payment is on milestone. The terms will be stipulated in a SLA.

**11. Could you please clarify whether merSETA expects any adaptation of the SERVQUAL model to accommodate sector-specific indicators or contextual nuances beyond the standard five dimensions, especially in relation to internal stakeholder functions?**

**Response:**

Section 2.1 and 2.2 explain the key dimensions and applications that the service provider should adhere to as part of the project.

**12. Item 7.10 "Continuously monitor service quality and stakeholder satisfaction" - what is the requirement here, how often/approach?**

**Response:**

The **Monitoring and Evaluation** requirement outlined in Section 7.10 of the Terms of Reference (ToR) focuses on ensuring that the implemented changes are achieving their intended impact and that service quality and stakeholder satisfaction are continuously assessed and improved. The bidder must assess whether the identified gaps have been addressed and if the desired outcomes (e.g., improved stakeholder satisfaction or service quality) have been achieved.

- 13. The two-year contract period expected to replicate the baseline methodology exactly for comparison, or will there be flexibility to refine the instrument and sample based on baseline results and feedback?**

**Response:**

During the contract period, the bidder is expected to maintain consistency with the baseline methodology to ensure comparability of results over time, which is a critical aspect of a ServQual survey. Refinements should focus on improving the reliability and validity of the data while maintaining alignment with the core objectives of the ServQual framework.

- 14. Item 7.4 - Would piloting with the MerSETA project team/internal be sufficient?**

**Response:**

See the response to #4 above.

- 15. Can merSETA clarify whether the term "evaluation" refers specifically to a separate process with defined indicators to track the effects of improvement actions, or if it simply pertains to the baseline and follow-up surveys? This distinction is critical as it will influence the scope and nature of our proposals.**

**Response**

Evaluation includes monitoring and assessing the impact of implemented changes or improvement actions identified from the baseline survey results. The bidder must incorporate specific performance indicators that will measure progress and outcomes over the project period. These indicators should align with the ServQual dimensions and the agreed-upon objectives of the project.

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