



Culture Survey Non-Compulsory Briefing – 19 September 2025

On 19 September 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. **What are merSETA expectations in terms of these initiatives and the implementation, how intensive would you like the implementation to be in the second and the fourth year of this project and do you have expectations in terms of these implementations being online or in person, if it's in person, does it have to be across all of the provinces that you are located in?**

Response:

The extent of the implementation process will be guided by the findings of the culture survey, as outlined in the Terms of Reference (Section 4). The service provider's recommendations will inform the implementation initiatives. The implementation may involve a combination of online and in-person activities, with the latter potentially taking place across merSETA's offices in various provinces (Section 4.10 and 4.11).

2. **merSETA indicates that there needs to be a lead consultant and a support consultant, can bidders put more team members or do you only want two (2) members and do you expect them to be almost integrated within merSETA for those four (4) years?**

Response:

As per the Terms of Reference (Section 7.4 and 7.5), bidders are required to propose a lead consultant and a support consultant. While not mandatory, bidders may propose additional team members, taking into account the impact on associated costs.

3. **Are bidders allowed to suggest additional fields since the organizational culture is a dynamic topic?**

Response:

Bidders may suggest additional fields or dimensions but must clearly indicate these additions in their submission, along with a justification for their inclusion (Section 4.16).

4. Will the surveys be fully online, and will the survey be only in English?

Response:

The survey will be conducted online, and the survey instrument will be in English, which is merSETA's business language (Section 4.3). However, bidders should propose measures to facilitate understanding among employees with language barriers.

5. Will the feedback and/or focus groups be done online entirely?

Response:

Focus groups should be conducted online or in-person, depending on business operations and the service provider's recommendations (Section 4.4).

6. MerSETA states that the successful bidders would be required to give a presentation, will the details and what that presentation look needs to cover, would that be made known closer to the time?

Response:

The technical presentation evaluation criteria are outlined in Section 9 of the Terms of Reference.

7. Would the appointed bidder be responsible for the development and also implementation of the initiatives and if so, what are the expectations around the costing since the TOR at the moment only shows costing items for the development of the implementation plan, not necessarily the activities that we'll be doing?

Response:

The service provider will be responsible for developing and implementing the initiatives, whilst the merSETA will be responsible for managing the implementation process (Sections 4.8 and 4.9). The costing schedule (Annexure B) outlines the expected costs, and bidders are expected to provide detailed pricing.

8. With regards to the gap analysis and recommendations in the report, will the gap analysis of the first survey results be based on the previous surveys run by merSETA or will this be based on the external benchmarks that you mentioned you'd also like in the results?

Response:

The gap analysis will be based on the survey results from the first year, with the option to reference previous surveys and external benchmarks (Section 4.6).

9. With regards to focus groups as you had mentioned earlier that you have a few employees that will likely need help interpreting the results. Is the focus groups then referring to that specifically or can the focus groups also be referring to focus groups done after the survey run as was shown in one of section C?

Response:

Focus groups can be used for various purposes, including facilitating understanding among employees and gathering feedback (Sections 4.4 and 4.9).

10. Is it possible that maybe the surveys can be done telephonically so that the bidder can translate from English to any vernacular language?

Response:

While the survey will be online, bidders may propose alternative methods to facilitate understanding among employees, such as providing guidance or support (Section 4.15).

11. Does merSETA foresee focus groups or feedback meetings taking place in all of the provinces that you're located in, or mostly in at your head office from a costing perspective?

Response:

Focus groups and feedback meetings must take place across merSETA's offices in various provinces (Section 4.11).

12. After the bidder has completed the whole survey and its reporting back, in terms of recommendation, it recommends a strategic session, is it still going to be the same bidder that will be required to be the same service provider who's going to roll out the recommendation or the bidder can recommend something that can be done by a different service provider?

Response:

Ideally, the same service provider will be responsible for implementing the recommendations. However, bidders may indicate alternative arrangements, along with justifications, in their submission (Sections 4.8 and 4.9).

13. Is it the expectation for the bidder to support in implementing the initiatives, or will this be managed internally?

Response:

The service provider will be expected to manage the implementation initiatives, with potential internal support from merSETA where necessary (Sections 4.8 and 4.9).

14. Should bidders add variable costing (determined on what type of initiatives need to be implemented based on the outcomes of the survey), under Section E: additional services?

Response:

Initiatives to be implemented should be indicated in Section B, based on the outcomes of the survey in Section A (Annexure B).

15. To what level of detail should bidders reference the previous year's organisational survey results in the survey report, should this be at a high-level overview, by thematic areas, or down to individual statement level?

Response:

The service provider will need to determine the extent to which past results will be referenced, based on their understanding and experience (Section 4.6).

16. Will the gap analysis of the first survey results be based on internal surveys previously conducted, or on external benchmarks?

Response:

The gap analysis will be based on the survey results, with the option to reference internal surveys and external benchmarks (Section 4.6).

17. Does the mention of focus groups refer to facilitated sessions to encourage participation for employees with language barriers?

Response:

Focus groups can cover various topics related to the survey, including facilitating understanding among employees (Section 4.4).

18. Please provide further explanation and differentiation between these three items under Section D: year 4 (2028/29) - second action plan implementation. - Sustainability Framework Development, Cultural Change Embedding Activities, Handover Documentation.

Response:

- Sustainability Framework Development refers to a framework that will aid merSETA in ensuring the sustainability of initiatives and programs developed and implemented during the contract period.
- Cultural Change Embedding Activities involve change management activities that will be embedded in the organization to support the cultural changes recommended.
- Handover Documentation is a document that will detail the programmes, roles, and responsibilities of the project, facilitating a smooth handover to merSETA upon completion of the contract (Section 4.8 and 4.9).

19. Travel

The travel costs listed in the pricing schedule are intended to cover a minimum of **one** resource traveling to the **eight** regional offices **once per quarter**. This is to facilitate outreach, survey administration, and other project-related activities across the various provinces where merSETA has offices.

-end of Q&A-