



the dtic

Department:
Trade, Industry and Competition
REPUBLIC OF SOUTH AFRICA

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NOTIFICATION TO ALL BIDDERS

dtic 03/25-26: QUESTION & ANSWER

BID dtic 03/25-26: APPOINTMENT OF A QUALIFIED SERVICE PROVIDER TO CONDUCT AN ORGANISATIONAL CULTURE SURVEY FOR THE DEPARTMENT OF TRADE, INDUSTRY AND COMPETITION (the dtic) OVER A PERIOD OF THIRTY-SIX (36) MONTHS.

QUESTIONS AND ANSWERS IN LINE WITH SPECIAL CONDITION OF THE TERMS OF REFERENCE.

1. Specifically, we are trying to establish how many different groupings of staff we will need to factor into our reporting and planning. From our understanding, reporting is typically structured per directorate (we believe there are approximately nine) as well as per regional office. In addition to this, we are also trying to gauge the organisational hierarchy in terms of how many executives (Exco), senior managers and how many middle managers there are within the department.

Response: the dtic comprises 10 branches, with regions (specifically KZN, WC, and EC) already reporting to a designated branch. The total inclusive number of employees is 1033 of which the Executive team (ExBo) is about 22 employees, including the Director-General. The Senior Management Service (Directors, Chief Directors, Deputy Directors-General and Director-General) employees are about 206 and Middle Management (Deputy Directors) 234.

2. To assist in preparing an accurate proposal — specifically to determine the number of Values-Focused Discussion Groups to include and the likely number of demographic reporting groups (which impacts the number of additional reports we may need to purchase) — would you be able to provide a more detailed organogram or at least an indication of staff numbers per directorate.

Response: For this project, the focus is on departmental and individual branch levels. Reporting will be structured both per branch and for the overall department. The branches currently consist of 150 (Corporate Services), 23 (Ministry), 181 (Office of the DG), 59 (Regulation), 14 (Competition Policy), 91 (Exports), 32

(Research), Industrial Competitiveness – Sectors), 160 (Incentives), 41 (Investments), 61 (Spatial Industrial Development) and 75 (Trade) employees.

3. Could u also give us an indication of how big the Exco team is and whether there is a senior management team... and how many staff serve at this level.

Response: the dtic has an Executive Board (ExBo) comprising approximately 22 members, including the DG and a project team of 4. At the branch level, each branch has its own executive committee (Exco). However, for this project, the focus is on departmental and individual branch levels. Reporting will be structured both per branch and for the overall department.

4. Eligibility of Service Providers: Is the bid open to service providers that are not based in Gauteng, but operate with a national footprint and are able to deliver services both on-site and remotely?

Response: Yes, the bid is open to all service providers who operate with a national footprint. The services are required to be provided on site.

5. Team Size and Structure: Could you please confirm the approximate size of the broader dtic team expected to participate in the culture survey?

Response: All the dtic employees as per the Terms of Reference.

6. How many smaller teams are expected to participate in the team coaching sessions?

Response: Coach senior managers on leading, managing and enabling this change (+_20 Exbo members).

7. Individual Coaching and Additional Workshops: o Is there a requirement or openness to include individual coaching for middle and senior management as part of the engagement?

Response: This will form part of the project process based on the survey results and planned interventions.

8. Would there be interest in additional support offerings such as leadership development, navigating change, or management training workshops? Clarification on this would assist us in appropriately structuring our pricing and delivery model. This will form part of the project process based on the survey results and planned interventions.

Response: This will form part of the project process based on the survey results and planned interventions.

9. Are there any logistical expectations, preferred formats for reporting, or lessons from previous providers that you'd recommend we take into consideration as part of our approach?

Response: Please refer to the Terms of Reference in terms of the logistical requirements, and professional reporting format as per **the dtic** standard that will be determined by the service level agreement.

10. Geographical Location: Approximately how many employees are based at the respective regional offices? Approximately how many employees are based in the foregoing offices?

Response: Employees in the regions form part of one branch and included in that branch. The department has regional offices in Cape Town, Port Elizabeth and Durban and the number of employees in each of these offices are less than 10.

11. Language and Accessibility: Should the survey be available in languages other than English to ensure accessibility and inclusivity? Are there any specific accessibility requirements (e.g., for employees with disabilities or limited digital literacy) that must be incorporated into the survey design?

Response: Only in English. None.

12. Data Collection: Approximately how many employees will require paper-based surveys? Where are the employees requiring paper-based surveys based geographically? Are any based in regions that would require travel?

Response: The survey will be conducted electronically for all employees with the exception of some lower-level staff (approximately 15) who may require physical engagement. The relevant employees are based in Pretoria at the main campus (Sunnyside).

13. Methodology and Deliverables: The TOR is very clear about the phases, activities per phase, and the resultant outputs. Must the proposal follow this specific framework, specifically in relation to the timing/sequencing of some of the activities? May the Service Provider rearrange some of the activities between phases if we believe it will benefit the overall process more effectively?

Response: Yes, the service provider can rearrange some of the activities in line with Best Practice.

14. In our experience, there may be subcultures in organisations that went through a merger process. Does **the dtic** only require an overall report and presentation or

also branch-specific reports/presentations and/or chief directorate-specific reports/presentations to inform branch-specific / chief directorate-specific interventions?

Response: the dtic will appreciate the overall report as well as a report per branch.

15. If the need is for high-level branch-specific and chief directorate-specific reports/presentations, please confirm the number of branches and/or chief directorates.

Response: the dtic has 10 branches and the regions (KZN, WC and EC) all report in one branch already included. No Chief Directorate-specific reports/presentations will be required.

16. Transfer of Knowledge. How many **dtic** Project Team members will be involved in the knowledge transfer process?

Response: Twenty (22) members, this includes executive members and the Directorate: Organisational Development and Transformation /project team).

17. Are these Project Team members mainly located in the Directorate: Organisational Development and Transformation, or also from other directorates in the organisation?

Response: Yes, they are within the Directorate: Organisational Development and transformation as well as within the Chief Directorate: Human Resources Management and Development and also include the executive members of the department.

18. Change Management Methodology: Did **the dtic** adopt or have a specific preference for a change management methodology to be used?

Response: the dtic adopted a blended model including the ADKAR and Kotter's 8-Step model.

19. Does the "no price escalation" requirement include inflationary adjustments in years two and three of the project? In other words, must the TOTAL CEILING PRICE already factor in inflation over the 36-month period?

Response: Yes, the total ceiling price must already factor all escalations including inflation over the 36-month period.

20. Does **the dtic** require a schedule indicating how the TOTAL CEILING PRICE has been made up?

Response: No, as communicated in the terms of reference only a ceiling price is required.

21. Must the TOTAL CEILING PRICE include disbursements like travel and accommodation? Does **the dtic** foresee the need for the Service Provider to, for example, physically present results in the regions and travel to the regions to administer paper-based surveys?

Response: No.