Clarification Note No. 1

Tender Reference: INSPIRE/GIZ/2026/OT-01 · Issued: 12 November 2026

This Clarification Note is issued in accordance with Section B.11 of the Tender Notice (Part B). It forms part of the tender documents and should be read together with Part A (Terms of Reference), Part B (Tender Notice), Annex A (Financial Proposal Template) and Annex B (Declaration). Where this note and any earlier document differ, this note prevails. Questions have been anonymised and are reproduced substantially as received.

Part A — Questions received from bidders

A1. Participant structure of the three-day training

Question: *Is there flexibility to propose an adapted participant structure within the three-day training, or must the same group attend all three days? Based on our experience, securing trustees' and advisory board members' attendance for three full days can be difficult, although their participation is essential to build understanding, buy-in and support. We are considering proposing (i) one day with approximately 10 community trustees and advisory board members, and (ii) two days with approximately 30 representatives of implementing partners and service providers, including project managers and board members.*

The number of trainings and delivery days would remain unchanged (three days in each of three communities), participant reach could increase to approximately 40 people per community, with different groups attending the one-day and two-day sections, and the planned reports would remain unchanged. Would this adaptation, including the proposed participant numbers, be permissible, or should bidders retain the participant structure specified in the call?

Response: Yes. How the training is structured to address the needs of the relevant stakeholders can be flexibly designed and managed within the outlined budget and thematic scope. Bidders may therefore propose, for example, that different groups of participants attend different parts of the three-day curriculum, where this better secures the participation of trustees and other relevant stakeholders.

The training remains three (3) three-day, in-person trainings, one in each of three selected communities (Part A, Section 3; Part B, Section B.4), with each delivery expected to reach up to a maximum of 30 participants and a minimum of 50% women. Participant numbers must be accommodated within the fixed costs preset by INSPIRE (Annex A, Table B), which cannot be increased. A bidder proposing a different participant arrangement must show in its technical proposal how the full curriculum will still be delivered coherently, and how attendance and the

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pre- and post-training assessments will be recorded and reported for each group (Part A, Section 2.1). The final arrangements will be confirmed with INSPIRE and the relevant community trusts in the accepted workplan.

The target participants are community trustees and leaders, key stakeholders and decision makers in the selected community trust eco-systems (Part A, Section 1), including for example trustees, advisory board members, operating partners and community leaders (Part B, Section B.3). The tender therefore allows for a more inclusive group of potential participants within each delivery. The final group is selected by the service provider in collaboration with INSPIRE and the relevant community trusts, prioritising trustees and community leaders with significant community investments, willingness to participate and potential to serve as demonstration sites (Part A, Section 3, Beneficiary Selection and Logistics). Other stakeholders and decision makers in the trust eco-system, for example representatives of implementing partners or service providers to the trust, may be included where agreed with INSPIRE during selection, within the expected 30 participants per delivery and the outlined budget.

Bidders are welcome to describe in their technical proposal how they will secure full three-day attendance, for example through scheduling, advance commitments and preparation with the trusts, and to address the risk of partial attendance in their Risk Register, which is assessed under the quality assurance and risk management criterion (Part B, Section B.8).

The fixed costs for travel, accommodation and subsistence, venue hire and catering, participant transport and printing of participant materials are preset by INSPIRE at R434,328.00 including VAT (Annex A, Table B). They are final, are not priced by bidders, and bidders must not add any other cost. The planned training reports and consolidated learning report are unchanged.

A2. Training content and alignment to unit standards

Question: *Is there a certain set (apart from the listed elements) of the pilot programmes from which to develop the training content, and must it be aligned to any unit standards?*

Response: No specific pilot programme is prescribed, and alignment to unit standards is not a requirement of this tender. Bidders must design the training content themselves, covering the elements listed in Part A (Terms of Reference), Section 3 and summarised in Part B, Section B.4: (i) understanding context and self, including REIPPPP community shareholding, psychological safety, trauma theory and trauma-informed approaches, and the neuroscience of leadership; (ii) intra-personal skills for leadership, including emotional intelligence, self-care

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and emotional regulation; and (iii) the trust governance maturity journey, including the psychology of money and financial decision-making within community trusts.

The training content outline forms part of the workplan (deliverable 2), which INSPIRE reviews and accepts in writing. Bidders will be assessed on the soundness and feasibility of their proposed three-day curriculum and facilitation methodology under the technical approach criterion (Part B, Section B.8). Part A refers to INSPIRE's earlier pilots as background only.

A3. Eligibility of sole proprietors

Question: *Businesses registered as sole proprietors do not need to register with the CIPC. Does this disqualify sole proprietors from applying?*

Response: No. A sole proprietor is not disqualified. Part B, Section B.7, item 1 requires a legally constituted and registered entity, or a registered individual consultant. A sole proprietor may therefore bid as a registered individual consultant and should include, in place of a CIPC certificate, the registration document that confirms their status, together with the SARS tax compliance status PIN required under item 2.

All other mandatory requirements in Section B.7 continue to apply, including the proposed team of at least three (3) different people (Lead Facilitator, Co-Lead Facilitator and Research & M&E Specialist) that meets the minimum experience in Part A, Section 3.1. A sole proprietor may name team members who are not employed by the sole proprietor.

A4. Sequencing of the three deliveries

Question: *Will the three-day intervention at each site be consecutive and, if not, what will the turnaround time between the three deliveries be for viable impact to be achieved?*

Response: The tender documents do not prescribe whether the three days of a delivery are held consecutively, or the interval between the three deliveries. Bidders should propose a schedule in their technical proposal that supports learning and impact, and the final schedule is confirmed with INSPIRE and the relevant community trusts in the accepted workplan (Part A, Section 6).

The schedule must fit the timeline in Part B, Section B.5 and Part A, Section 6: delivery takes place within the delivery period of December 2026 to August 2027 (indicatively 3 to 8 months), training materials are due two weeks before each delivery, a debrief and short training documentation report are due within two weeks after each delivery, and the final report is due

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four weeks after the final delivery. In line with Part A, Section 3, each three-day training is delivered in full and in person.

Part B — Key dates

Milestone	Date and time
Tender published	29 October 2026
Deadline for clarification questions	Closed on 11 November 2026 at 23:59 (SAST)
Clarification Note No. 1 issued	**12 November 2026**
Closing date and time	**19 November 2026 at 23:59 (SAST)**
Validity of offers	**90 days from the closing date**
Evaluation period	20 to 24 November 2026

Bids must be sent to info@inspire-excellence.net with the subject line specified in Section B.10 of the Tender Notice and must include every item listed in Section B.9. Late bids cannot be considered.

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