

Request for Proposals

Title: Consultancy for the development and delivery of Rangeland Stewardship Job Creation Initiative within the Ministry of Agriculture for Botswana's Green Climate Fund Project: *Ecosystem-based Adaptation and Mitigation in Botswana's Communal Rangelands*

RFP No: BW001/2023

Date of Issuance: 12th April 2023

1. Background

Conservation International (CI) has been protecting nature for the benefit of all, for over 30 years. Through science, policy, and partnerships, CI is helping build a healthier, more prosperous, and more productive planet. Today, with offices in more than two dozen countries and a worldwide network of thousands of partners, CI has a truly global reach. CI was awarded an 8-year project under the Green Climate Fund (GCF) to ensure regenerative grazing practices are in use on 4.6 million hectares (46,000 sq km) of Botswana's communal rangelands. CI Botswana is the Executing Entity for the implementation of the Green Climate Fund project FP158 entitled: [Ecosystem Based Adaptation and Mitigation in Botswana's Communal Rangelands](#).

Related project documents are available here: <https://www.greenclimate.fund/project/fp158#documents>

Seventy percent of Botswana's total land area of 572,000 km² is covered by rangelands. Grazed by both livestock and wild animals, Botswana's rangelands contribute to ecotourism and agricultural economies that are critical for the country's development. Communal livestock production is the dominant land use across the country's rangelands and approximately 80% of the country's livestock exist within communal lands. Botswana's rangelands are therefore socially and economically critical to approximately 43% of rural livelihoods and act as a social safety net, providing insurance or a "bank account" for people in times of need, especially resource-poor farmers in communal land. These rangeland ecosystems are extremely vulnerable to climate change with increased concentration of carbon dioxide in the atmosphere resulting in proliferation of shrubs, invasive plants, and the loss of biodiversity. Additionally, projections indicate an increase in drought frequency, increased evaporation, and low rainfall—all of which will reduce forage quality and quantity. Increased temperatures above the threshold of 32°C results in heat stress for cattle that can lead to reduced feed intake, decreased growth, reduced reproduction, and increased susceptibility to diseases. Increased temperatures also increase livestock exposure to parasites and disease especially vector-borne diseases which may further limit productivity and livelihood resilience, dramatically impact poor farming households and reduce the profitability of the livestock sector overall. The combined impact of increased drought frequency, higher temperatures and reduced precipitation will be most strongly felt by smallholders who are dependent on communally shared rangelands. As such, climate stresses are likely to further exacerbate rangeland degradation and increase poverty unless innovative and culturally based climate resilient approaches are adopted by livestock farming communities.

To address these challenges, the Government of Botswana and Conservation International collaborated on a participatory process to develop a proposal to the Green Climate Fund (GCF) between January 2017 and February 2020. The resulting proposal was approved by the GCF in March 2021, and the Project began implementation in December 2021.

A core component of the Project is to develop a new Rangeland Stewardship job creation initiative within the Ministry of Agriculture (MoA) as part of the transformation of the Government Ipelegeng Programme under the Ministry of Local Government & Rural Development (MLGRD) to include skills development. Similar to the Special Constables Programme within the Botswana Police Service and the Monuments Custodians within the Ministry of Environment and Tourism (MET), the Programme should be designed to obtain a special dispensation from Government for use of Ipelegeng Programme Initiative and National Internship Programme funding for longer term job creation and skills development for herders, restoration workers and graduate monitors. The Programme design must align with delivering climate mitigation and adaptation benefits on communally held rangelands as articulated in the GCF Project but should also be designed to enable a broader climate-resilient commercial red-meat value chain beyond the life of the Project. Therefore, the consultancy will coordinate and align with Meat Naturally, as the selected strategic partner for red-meat value chain enterprise development.

The consultant's design of the Rangeland Stewardship job creation initiative will be a core component of GCF's investment in the transformation of Botswana's job creation funding for the agricultural sector.

2. Project Overview

The Project's goal is to reduce vulnerability of communal farmers in Botswana by restoring rangelands, enabling and monitoring climate resilient livestock farming, and promoting sustainable value-chains.

The Project will provide communities with the knowledge and tools, including training and deployment of rangeland restoration workers and professional herders (Ecorangers), to adapt to climate change impacts and overcome economic barriers, while motivating them to invest in restoring Botswana's communal rangelands in three target project areas: Ngamiland, Kgalagadi, and Bobirwa. These project areas administratively cover the following districts: Okavango, North West, Hukuntsi, Tsabong, Mabutsane and Bobirwa. Collectively the areas cover 41.3% (~240 000km²) and have an average population density of 2.6 people/km². In all of three areas, poverty levels >50% in the rural areas.

Project Activities	Expected Outcomes
<p><i>Governance</i></p> <ul style="list-style-type: none"> • Strengthen capacity and provide tools for communal populations to implement collective regenerative grazing and rangeland restoration. • Establish inter-institutional mechanisms to support key government programmes and agencies (Ipelegeng and National Internship programmes, and agencies such as Department of Veterinary Services (DVS), Department of Forestry & Range Resources (DFRR)) to incentivize and support rangeland restoration. • Establish inter-institutional mechanism for the coordination of rangeland management across NGOs, community-based organizations, and farmers associations. • Establish an integrated rangeland monitoring and response system 	<ul style="list-style-type: none"> • At least 96,000 people with increased resilience to climate change through activities that link improved environmental management and income generation in communal livestock production (176,500 indirect) • 46,000 km² of rangeland ecosystems with improved resilience through restored soils and vegetation • Associated measurable carbon storage increase. • Government programmes and investments aligned to support replication on national degraded rangeland. • Financial sustainability of climate resilient practices via new market access and supply chain development, including development of capacity for Commodity-based Trade

<p>(Rangeland Stewardship Information Portal) at local; district, and national levels within Dept of Forestry and Range Resources</p> <p><i>Rangeland restoration and climate-resilient livestock production</i></p> <ul style="list-style-type: none"> • Develop Climate-resilient grazing plans that provide details for low-impact, mobile infrastructure for implementation. • Adopting the herding for health (H4H) programme to promote and sustain collective herding and strategic kraaling. • Community based rangeland management promoted via a network of on-the-ground partners (NGOs, community-based organizations, farmers associations) engagement in decision-making. • Promote skilled Ecorangers, and restoration workers initiatives under the Ipelegeng Programme and Graduate monitors initiatives under National Internship programme to facilitate job creation for rangeland rehabilitation and climate-resilient livestock production. <p><i>Building value chains for sustainability</i></p> <ul style="list-style-type: none"> • Generate market access businesses based on climate-resilient livestock production and use of financial technology. • Introduce mobile processing facilities to reduce risk of market failure under climate stress. • Engage Botswana Meat Commission and other key market players on climate-resilient livestock production protocol development. 	
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Environmental and Social Safeguarding (ESS): CI aims to safeguard the environment and all people through all activities. This includes an understanding and mitigation of potentially unintended impacts of all activities. Comprehensive safeguarding documents have been developed for the project and are available below and further guidance on relevant safeguards (most up to date ESS Plans) will be provided to the winning bidder:

- [ESS \(Environmental and Social Safeguarding\) Report](#)

The Project aims to ensure an equal participation of men and women as EcoRangers and Restoration Workers though women are currently underrepresented in the herding sector. As such, the program will aim to address the specific needs of women including provision of childcare services and targeted engagement & mentoring. Comprehensive gender assessment and gender action plan available below:

- [Gender Assessment](#)
- [Gender Action Plan](#)

For more details on the Green Climate Fund Project FP158, please visit <https://www.greenclimate.fund/project/fp158>.

3. Terms of Reference, Deliverables and Deliverables Schedule

Please see Attachment 2 – Terms of Reference

4. Submission Details

- a. Deadline. Proposals must be received no later than **15 May 2023 (17:00PM CAT)**. Late submissions will not be accepted. Proposals must be submitted via email to GCFprocurements@conservation.org. All proposals are to be submitted following the guidelines listed in this RFP.
- b. Validity of bid. 120 days from the submission deadline
- c. Clarifications. Questions may be submitted to GCFprocurements@conservation.org by the specified date and time in the timeline below. The subject of the email must contain the RFP number and title of the RFP. CI will respond in writing to submitted clarifications by the date specified in the timeline below. Responses to questions that may be of common interest to all bidders will be posted to the CI website and/or communicated via email.
- d. Amendments. At any time prior to the deadline for submission of proposals, CI may, for any reason, modify the RFP documents by amendment which will be posted to the CI website and/or communicated via email.

5. Minimum Requirements

CI requires a Consultant that understands rangeland restoration requirements as well as Botswana government policy framework including job creation and skills development particularly in the agricultural sector. Specifically, the Consultant must have:

- a. Legal personality or be registered legally in Africa.
- b. A track record of working with job creation projects with national governments, preferably in Africa.
- c. At least eight years relevant experience in agriculture, socio-economical or environmental projects with a strong labour-development focus;
- d. Demonstrated consensus building and stakeholder engagement skills and experience.
- e. Demonstrated strong programme design and writing expertise, particularly writing of Standard Operational Procedures;
- f. Experience in developing training materials and other supporting tools.
- g. An understanding of Botswana's national health and safety requirements for employment.
- h. Knowledge of Botswana Government policies framework (i.e., National Development Plans, Vision 2036, National SDGs Framework, etc.) and processes; and those related Agricultural strategies, programmes and initiatives earmarked for social upliftment.

6. Proposal Documents to Include

- a. Signed cover page on bidder's letterhead with the bidder's contact information.
- b. Signed Representation of Transparency, Integrity, Environmental and Social Responsibility (Attachment 1)
- c. Evidence of bidder's legal personality or legal registration in Africa
- d. Technical Proposal.
 - i. Corporate Capabilities, Experience, Past Performance, and two client reference letters. Please include descriptions of similar projects or assignments and at least two client references.

- ii. Qualifications of Key Personnel. Please attach CVs that demonstrate how the team proposed meets the minimum requirements listed in section 5 (Minimum Requirements).
- iii. Technical Approach, Methodology and Detailed Work Plan. The Technical Proposal should describe in detail how the bidder intends to carry out the requirements described in the Terms of Reference (Attachment 2).
- iv. The maximum number of pages for technical proposal is 10.
- v. Financial Proposal. Offerors shall use the cost proposal template (Attachment 3), in Excel format.

7. Evaluation Criteria

In evaluating proposals, CI will seek the best value for money considering the merits of the technical and costs proposals. Proposals will be evaluated using the following criteria:

In the first round of review, CI would assess if applicants submitted all required documents. Any incomplete bid packages will not be reviewed.

- i. **Stage i:** Preliminary evaluation of the proposals will be based on yes/no response as per the table below. If the response is “no” for any criteria, the bidder will be disqualified from further evaluation.

Preliminary Evaluation Criteria	YES / NO
Licensed bidder to provide the services	
Technical and Financial offers/bids separate	
All documentation/submitted on time and according to requirements from Section 6	

- ii. **Stage ii:** Technical capability of the bidder to deliver the required services and /or outputs evaluated on a scale of 0-80 points wherein the qualifying technical mark is 60 out of 80 technical points. The criteria to be used are shown below:

Evaluation Criteria	Score (out of 100)
Technical score	
Relevance of Practical Experience: Years and nature of experience in Long-Term Strategic & Practical Programme Design for Implementation	30
Relevance of Technical Experience: Years and nature of experience in Agriculture, Environmental Management, job-creation projects, and/or labour-development (5 points each)	20
Demonstration of knowledge of national government programme design and understanding of Botswana government policies, including Parliamentary Procedures	15
Relevant experience in health and safety procedures	5
Relevant experience in the development of approved and accepted Standard Operating Procedures, training materials, and/or other similar outputs	10
Total technical score	80
Financial Score	
Cost: Lowest price	20

- iii. **Stage iii:** CI will thoroughly review and score all financial offers that have a technical score of at least 60, to evaluate the total scores of each bid out of 100. CI will review references for the highest-scoring bidder.

8. Proposal Timeline

RFP Issued	12 April 2023
Intention to Submit (optional)	21 April 2023
Clarifications/questions submitted to CI	21 April 2023
Clarifications provided to known bidders	1 May 2023
Complete proposals due to CI	15 May 2023
Final selection	31 May 2023

9. Resulting Award

CI anticipates entering into an agreement with the selected bidder within one month after the selection to allow contract negotiations (**1st July 2023**). The duration of the consultancy will be for three (3) months from the date of award. Any resulting agreement will be subject to the terms and conditions of CI's Services Agreement. A model form of agreement can be provided upon request.

This RFP does not obligate CI to execute a contract, nor does it commit CI to pay any costs incurred in the preparation or submission of the proposals. Furthermore, CI reserves the right to reject any and all offers, if such action is considered to be in the best interest of CI. CI will in its sole discretion, select the winning proposal and is not obligated to share individual evaluation results.

10. Confidentiality

All proprietary information provided by the bidder shall be treated as confidential and will not be shared with potential or actual applicants during the solicitation process. This includes but is not limited to price quotations, cost proposals and technical proposals. CI may, but is not obliged to, post procurement awards on its public website after the solicitation process has concluded, and the contract has been awarded. CI's evaluation results are confidential and applicant scoring will not be shared among bidders.

11. Code of Ethics

All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with CI's Code of Ethics and the [Green Climate Fund's Policy on Prohibited Practices](#). Conservation International's reputation derives from our commitment to our values: Integrity, Respect, Courage, Optimism, Passion and Teamwork. CI's Code of Ethics (the "Code") provides guidance to CI employees, service providers, experts, interns, and volunteers in living CI's core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violation of the Code of Ethics, as well as concerns regarding the integrity of the procurement process and documents should be reported to CI via its Ethics Hotline at www.ci.ethicspoint.com.

12. Attachments:

- Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility
- Attachment 2: Terms of Reference
- Attachment 3: Cost Proposal Template
- Attachment 4: Technical Proposal Template

Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility

RFP No. [BW001/2023](#)

UEI Number (if applicable):

All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with CI's Code of Ethics. CI's Code of Ethics provides guidance to CI employees, service providers, experts, interns, and volunteers in living CI's core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violations of the Code of Ethics should be reported to CI via its Ethics Hotline at www.ci.ethicspoint.com.

CI relies on the personal integrity, good judgment and common sense of all third parties acting on behalf, or providing services to the organization, to deal with issues not expressly addressed by the Code or as noted below.

I. With respect to CI's Code of Ethics, we certify:

- a. We understand and accept that CI, its contractual partners, grantees, and other parties with whom we work are expected to commit to the highest standards of Transparency, Fairness, and Integrity in procurement.

II. With respect to social and environmental standards, we certify:

- a. We are committed to high standards of ethics and integrity and compliance with all applicable laws across our operations, including prohibition of actions that facilitate trafficking in persons, child labor, forced labor, sexual abuse, exploitation, or harassment. We respect internationally proclaimed human rights and take no action that contributes to the infringement of human rights. We protect those who are most vulnerable to infringements of their rights and the ecosystems that sustain them.
- b. We fully respect and enforce the environmental and social standards recognized by the international community, including the fundamental conventions of International Labour Organization (ILO) and international conventions for the protection of the environment, in line with the laws and regulations applicable to the country where the contract is to be performed.

III. With respect to our eligibility and professional conduct, we certify:

- a. We are not and none of our affiliates [members, employees, contractors, subcontractors, and consultants] are in a state of bankruptcy, liquidation, legal settlement, termination of activity, or guilty of grave professional misconduct as determined by a regulatory body responsible for licensing and/or regulating the offeror's business.
- b. We have not and will not engage in criminal or fraudulent acts. By a final judgment, we were not convicted in the last five years for offenses such as fraud or corruption, money laundering or professional misconduct.
- c. We are/were not involved in writing or recommending the terms of reference for this solicitation document.
- d. We have not engaged in any collusion or price fixing with other offerors.
- e. We have not made promises, offers, or grants, directly or indirectly to any CI employees involved in this procurement, or to any government official in relation to the contract to be performed, with the intention of unduly influencing a decision or receiving an improper advantage.



- f. We have taken no action nor will we take any action to limit or restrict access of other companies, organizations or individuals to participate in the competitive bidding process launched by CI.
- g. We have fulfilled our obligations relating to the payment of social security contributions or taxes in accordance with the legal provisions of the country where the contract is to be performed.
- h. We have not provided, and will take all reasonable steps to ensure that we do not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitate, or participated in terrorist acts, and we are compliant with all applicable Counter-Terrorist Financing and Anti-Money Laundering laws (including USA Patriot Act and U.S. Executive Order 13224).
- i. We certify that neither we nor our directors, officers, key employees or beneficial owners are included in any list of financial or economic sanctions, debarment or suspension adopted by the GCF, United States, United Nations, the European Union, the World Bank, or General Services Administration's List of Parties Excluded from Federal Procurement or Non-procurement programs in accordance with E.O.s 12549 and 12689, "Debarment and Suspension".

Name: _____

Signature: _____

Title: _____

Date: _____

Attachment 2: Terms of Reference

Project Title: Consultancy for the development and delivery of Rangeland Stewardship Job Creation Initiative in line to Ipelegeng Programme within the Ministry of Agriculture for Botswana's Green Climate Fund Project: *Ecosystem-based Adaptation and Mitigation in Botswana's Communal Rangelands*

1. Project Description

In the 1960s, the Government of Botswana initiated Public Works Programme currently known as Ipelegeng as a self-reliance programme for drought mitigation. The programme has evolved over the years with the last review done in 2012 through the support of the UNICEF. On the basis of these findings, the Government through Presidential Directive CAB 23 (A)/2020 sanctioned to review the Ipelegeng Programme to:

1. Re-engineering to complement other government programmes on an employment creation and poverty eradication;
2. Creation of labour-intensive baskets coordinated and implemented through the MLGRD for efficient and effective execution, monitoring and accountability; and
3. Skills development to facilitate the graduation to self-employment or permanent employment in relevant industries.

The Project's goal is to reduce vulnerability of communal farmers in Botswana by restoring rangelands, enabling and monitoring climate resilient livestock farming, and promoting sustainable value-chains.

The Project will provide communities with the knowledge and tools, including training and deployment of rangeland restoration workers and professional herders (Ecorangers), to adapt to climate change impacts and overcome economic barriers, while motivating them to invest in restoring Botswana's communal rangelands in three target project areas: Ngamiland, Kgalagadi, and Bobirwa. These project areas administratively cover the following districts: Okavango, North West, Hukuntsi, Tsabong, Mabutsane and Bobirwa. Collectively the areas cover 41.3% (~240 000km²) and have an average population density of 2.6 people/km². In all of three areas, poverty levels >50% in the rural areas.

2. Objectives, Deliverables & Key Tasks

2.1 *Scope of Ipelegeng Skills Development Component*

Specifically for this project, CI Botswana requires the services of a consultant to develop a transformation strategy to set up and implement a skills development component for agricultural projects within the Ipelegeng Programme (IP), referred to as "Ipelegeng Skills Development Component (ISDC)". The overall goal ISDC is to empower beneficiaries and facilitate graduation from the programme or reduce dependency, objectively:

- to develop modalities of equipping Ipelegeng beneficiaries' workers with occupational skills
- to identify and collaborate with strategic stakeholders for the skills development component;
- to develop and implement monitoring, evaluation, and reporting framework for skills development component, and
- to develop modalities of equipping Ipelegeng beneficiaries with Entrepreneurship and life skills with particular attention to productivity and mindset change issues.

The transformation strategy which will be in the form of "the Rangelands Stewardship Job Creation Initiative" is to respond to the Government of Botswana's intention of expanding ISDC under the Ministry of Agriculture (MoA) through support from the Ministry of Local Government & Rural Development (MLGRD). The strategy

will support the social upliftment programme under the nation's long-term strategy, Vision 2036 and other National Development Plans.

2.2 Objectives of the consultancy:

In collaboration/coordination with MoA and MLGRD, and building off lessons from the existing Ipelegeng Programme skills development initiatives:

- to develop through participatory process, a 6-year targeted long-term employment programme that delivers rangeland restoration at the Project sites to be used for future expansion;
- to design a skills development including career roadmap component for the agricultural sector within the Ipelegeng Programme (IP) referred to as “**Ipelegeng Skills Development Component (ISDC)**” in order to empower beneficiaries and facilitate graduation from the programme or reduce dependency. This should be designed in line to the developed New Rangeland Curricula to be delivered by BUAN to expand skills for the restoration and regenerative grazing.
- to design SOPs for the ISDC that include appropriate measures and inter-institutional mechanisms to support the strategic alignment of the Botswana's national job creation programmes to support climate resilience goals with other national initiatives.
- Create alignment with relevant national laws and policies, including those related to labour and gender equality in reference to Free, Prior Informed Consent (FPIC) and Diversity, Equity, and Inclusiveness (DEI) principles.

To deliver the outcomes outlined above and deliverables below, the Consultant's activities will include:

- Conduct desktop research on national job creation programmes aimed at natural resource management and rangeland restoration across the African continent, particularly their institutional structures, policies and monitoring systems;
- Review existing Botswana Government job employment and skills development programme reviews and strategies;
- Engage stakeholders to build consensus on a proposal for a new job creation programme focused on rangeland restoration, herding, and graduate monitors within the Ministry of Agriculture;
- Ensure programme strategy aligns with the Botswana National Development Plan and Human Resource Development Strategy;
- Develop tools and templates of annual plans of operations, employment conditions, qualifications, recruitment process, health and safety standards and monitoring & evaluation plans for the programme;
- Prepare submission materials for Parliamentary review of the Programme and the MoA request for a special dispensation and budget for implementation of the Programme as a pilot aligned to the GCF Project;
- Develop a detailed and practical workplan and budget for the Ipelegeng Skills Development Component within the Agricultural sector.
- Assess the current training materials for skills development and competencies within the agricultural sector to influence the national policies on skills development through vocational training.
- Design a monitoring, evaluation and reporting framework for the Rangelands Stewardship Job Creation Initiative including annual reporting templates and the development of a Standard Operating Procedure system for measuring “technical effectiveness” of the interventions.

The Consultant's deliverables will be:

- 1) An Inception Report that will create a common understanding between CI and consultant on the process of undertaking the consultancy required. This Report is to develop the methodology and detailed work plan for the consultancy as well as assign resources to undertake the work. Information required and stakeholder identification should form part of the Inception Report. The Report should:
 - a. Outline in detail the activities that the Consultant will undertake to provide the required consultancy work;
 - b. Provide a detailed work plan/schedule for delivery the required consultancy work, including any tool that can be used to schedule the project activities;
 - c. Map stakeholder and provide communication plan or strategies
 - d. Provide a quality assurance plan
 - e. Outline the methodology that will be used for providing the required consultancy work;
 - f. Outline detailed breakdown of the assigned resources (i.e. consultancy team and their roles, breakdown budget, etc.); and
 - g. Any other information relevant to the consultancy.
- 2) Situational Assessment Report based on existing condition within the Agricultural Sector. This report will be based on specific activities be undertaken, such as situation assessment, identification of information gaps, desktop reviews, feedback on engagement/interviews with relevant government officials, focus groups, representatives from other stakeholders, etc. as identified by the consultant. The Report is to provide an overall understanding of current agricultural sector job opportunity conditions and factors that influence them based on the existing Ipelegeng Programme and other existing Botswana Government job employment and skills development policies and programme reviews and strategies;
- 3) A Stakeholder Engagement Plan to deliver a Programmatic Vision, Objectives, Targets, and Plan that proposes a high-level governance and delivery plan for the job creation component of the Project.
 - a. Stakeholder consultation: Meeting reports and potential workshop with Ministry representatives and local stakeholders
- 4) A Rangeland Restoration Employment Programme and Action Plan (to align with GCF Project)
 - a. A Draft 6-year Rangeland Restoration Employment Programme and Action Plan
 - b. Process of review
 - c. A Final 6-year National Botswana Rangeland Restoration Employment Programme and Action Plan
 - d. Supporting training manual for skills development in line with the ISDC
 - e. Breakdown budget for the proposed six-year rangeland restoration employment initiative.
- 5) Operational Standard Operating Procedures (SOPs) and Annual Plans of Operations (APOs) for Implementation
 - a. SOPs and APOs for project-funded secondment Staff based at MoA and at Project Areas to facilitate the job creation initiative
 - b. SOPs and APOs for Rangeland Restoration Workers per District
 - c. SOPs and APOs for Professional Herders, i.e., Ecorangers, per District
 - d. SOPs and APOs for Graduate Monitors
- 6) A monitoring, evaluation and reporting framework for the Rangelands Stewardship Job Creation Initiative under MoA.

3. Estimated Timeline and deliverables

CI anticipates entering into an agreement with the selected bidder in June 2023. The consultancy work is expected to take duration of four months from the date of award. Consultant can propose an alternative timeline in its Proposal.

Item	Deliverables	Timeframe
1.	Signed Contract	1 month after selection
2.	Introductory Meeting/Kickoff – Minutes of the Meeting	1 week after Contract Award
3.	Inception Report	3 weeks after Contract Award
4.	Situation Assessment Report: <ul style="list-style-type: none"> • Desktop Review • Stakeholder consultations • Focused group discussions • Stakeholder Workshop 	2 months after Contract Award
5.	Draft 6-year Rangeland Stewardship Job Creation Initiative Programme and Action Plan, including <ul style="list-style-type: none"> • Draft Operational Standard Operating Procedures (SOPs) & Annual Plans of Operations (APOs) for Implementation • Draft Monitoring, evaluation and reporting framework 	3 months after contract Award
6.	Final 6-year Rangeland Stewardship Job Creation Initiative Programme and Action Plan, including <ul style="list-style-type: none"> • Final Operational Standard Operating Procedures (SOPs) & Annual Plans of Operations (APOs) for Implementation • Final Monitoring, evaluation and reporting framework 	4 months after Contract Award
7.	Fortnightly Progress Reports (written updates followed by either virtually and/or physical as needed)	Every two weeks

4. Consultancy Management and Reporting

The suggested methodology of executing the consultancy work would be through a “reference group” approach where CI shall constitute a reference group comprising project staff and representatives from MoA, MLGRD and other relevant stakeholders. The consultant will report on the deliverables to the Group. On day-to-day communication, the consultant will report to the CI Field Implementation Director, who will coordinate with the reference group. Where not defined otherwise, the consultant is obliged to present the final version of any report not later than two weeks after receiving the comments to the respective Draft Report.

A period of one week CI review time shall be taken in account. In order to enable a smooth collaboration, it is strongly recommended that the consultant co-ordinate essential assumptions and conclusions with CI even before the submission of any draft Reports and/or any other documents.

5. Location of Task/Applicable Trips

Gaborone: The CI-Botswana Project team is located in Gaborone. Most in-person meetings and stakeholder workshop/meetings will be held in Gaborone unless otherwise stipulated in the consultancy work and agreed among the contract parties.

Remote / virtual: Routine meetings to be held virtually, requiring reliable internet connection and audio/visual with screen sharing capacity.

6. Required Skills and Experience

CI requires a consultant that understands rangeland restoration requirements as well as Botswana government policy framework including job creation and skills development particularly in the agricultural sector. Specifically, the Consultant must have:

- a. Legal personality or be registered legally in Africa.
- b. A track record of working with job creation projects with national governments, preferably in Africa.
- c. At least eight years relevant experience in agriculture, socio-economical or environmental projects with a strong labour-development focus;
- d. Demonstrated consensus building and stakeholder engagement skills and experience.
- e. Demonstrated strong programme design and writing expertise, particularly writing of Standard Operational Procedures.
- f. Experience in developing training materials and other supporting tools.
- g. An understanding of Botswana's national health and safety requirements for employment.
- h. Knowledge of Botswana Government policies framework (i.e., National Development Plans, Vision 2036, National SDGs Framework, etc.) and processes; and those related Agricultural strategies, programmes and initiatives earmarked for social upliftment.

7. Supplementary Information

1. Project Proposal: <https://www.greenclimate.fund/sites/default/files/document/funding-proposal-fp158.pdf>
2. Gender Assessment: <https://www.greenclimate.fund/sites/default/files/document/fp158-gender-assessment.pdf>
3. Gender Action Plan: <https://www.greenclimate.fund/sites/default/files/document/fp158-gender-action-plan.pdf>
4. ESS (Environmental and Social Safeguarding) Report <https://www.greenclimate.fund/sites/default/files/document/fp158-ci-botswana.pdf>

Attachment 3: Cost Proposal Template

The cost proposal must be all-inclusive of profit, fees or taxes. Additional costs cannot be included after award, and revisions to proposed costs may not be made after submission unless expressly requested by CI should the offerors proposal be accepted. Nevertheless, for the purpose of the proposal, Offerors must provide a detailed budget showing major expense line items. Offers must show unit prices, quantities, and total price. All items, services, etc. must be clearly labeled and included in the total offered price. All cost information must be expressed in Botswana currency (Pula/BWP).

If selected, Offeror shall use its best efforts to minimize the financing of any taxes on goods and services, or the importation, manufacture, procurement or supply thereof. If Offeror is eligible to apply for refunds on taxes paid, Offeror shall do so. Any tax savings should be reflected in the total cost.

Cost Breakdown by Deliverable

Item	Deliverables	Price (Lump Sum, All Inclusive)
1.	Inception Report, including Introductory Meeting/Kickoff	
2.	Situation Assessment Report	
3.	Draft 6-year Rangeland Stewardship Job Creation Initiative Programme and Action Plan. •	
4.	Final 6-year Rangeland Stewardship Job Creation Initiative Programme and Action Plan. •	

Cost Breakdown by Cost Component

Description	Unit of measure (day, month etc.)	Total period of engagement	Unit cost/rate	Total Cost for the Period
Consultant 1				
Consultant 2				
Sub-total Personnel				
Travel Costs (if applicable)				
Other related Costs (please specify)				
Total Cost of Financial Proposal				

Attachment 4: Technical Proposal Template

Name of Organization:

Name of Organization's Representative:

Are you legally registered organization in Botswana: Yes No

Years in Operation:

Organization Mission:

Website:

Number of staff in the organization:

Please respond to all requested information indicated in the RFQ and associated Terms of Reference, including your responses to the information below.

- Why do you feel your team has the experience to deliver a programme design and operating procedures for a new national job creation programme under the Ministry of Agriculture and Food Security aimed at restoring communal rangelands for building climate change resilience?
- List and provide a brief description of any past or current projects relevant to the desired deliverables.
- Describe your relationship or knowledge of the following stakeholders that will contribute to this Programme design, namely:

Stakeholder Group	Your experience or knowledge of this group
Ministry of Agriculture	
Ministry of Local Government & Rural Development	
Ministry of Labour & Home Affairs	
Ministry of Your Empowerment, Sport & Cultural Development	
Ministry of Environment & Tourism	
Ministry of Health	
Ministry of Education	
Ministry of State Presidency	
National Planning Commission	
Ministry of Trade & Industry	
Ministry of Entrepreneurships	
Cattle Farmers (subsistence & commercial)	
Current Herders/Badisa	
NGOs and CBOs in Environment and /or Agricultural Support space	

Academic and research institutions in Environment and agricultural sectors i.e., Botswana University of Agriculture and Natural Resources; University of Botswana (i.e., Okavango Research Institute -ORI, BITRI, HRDC, Botswana Qualification Authority, SPEDU, etc.)	
Local Authorities: Land Boards, Councils, Dikgosi, Village Development Committees and its sub-committees such as Village Extension Committees, Farmer’s Committees, etc.	
Farmers Associations and/or any existing grazing committees	
Private Sector (Business Botswana and related sectors)	
And Other key stakeholders	

- Provide details of your proposed approach for delivery (no more than 10 page):
- Provide a list and CV’s of staff who will be working on this consultancy:
- Share any other reasons why your organization should be selected: