

## Request for Proposals

**Title: Development of the Curriculum for EcoRangers and Ecosystem Restoration Workers in Botswana for GCF FP 158**

**RFP No:** [BW003/2022](#)

**Date of Issuance:** 9<sup>th</sup> January 2023 (Re-advertisement)

---

### 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 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** ("Project").

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

### 2. Project Overview

*CI will engage a consultant or consulting firm ("Consultant") with experience in curriculum design of regenerative grazing and Ecosystem Restoration techniques in line with the principles and core curriculum of the Herding 4 Health Programme (Outlined in Attachment 2: Terms of Reference, [Competencies and Training Topics](#)) and Government of Botswana Program and Policy commitments (as related to grazing and restoration).*

Herding 4 Health (H4H) programme ([www.peaceparks.org/h4h/](http://www.peaceparks.org/h4h/)) is built upon the One Health approach to consider the linked well-being of the environment, animals, and people. CI seeks solutions that improve the health, productivity and wellbeing of all three elements, rather than achieving gains for one at the expense of another. This is achieved through Regenerative Grazing, a technique that revolves around strategically planned grazing as well as via restoration efforts'. The Project is implemented through the training and deployment of EcoRangers (skilled herders) as a way of professionalizing the herding career.

EcoRangers and Restoration Workers will be recruited through a government job creation program through their local communities. Restoration efforts will be aligned with the Rangeland Stewardship Management Plans (including agreements that will have been developed). Restoration activities (including training materials and implementation guidelines) will be based on actions including active ecological restoration management (erosion control, bush clearing, ponding, etc.), regenerative grazing, improved animal healthy, and transition to more resilient herd composition. Their status within their communities should align with the level of responsibility that they take for livestock and land management. They are responsible for vast landscapes and the livelihoods of communities that are vulnerable to the impact of droughts and floods. By professionalizing and accrediting herders through the CI programme, EcoRangers have an opportunity to bring the herding profession to a higher status in their communities, including improved income and social status. Both EcoRangers and Restoration Workers must be driven by passion and view this as an opportunity to engage with nature and livestock while pursuing a career as a professional herder.

Spatially explicit restoration and communal grazing plans developed by farmers with support from Ministry of Agriculture (MoA), Department of Forestry and Range Resources (DFRR), and the Project scientific team (CI) will be developed. This will be achieved via a consultative process of engagement with target communities to discuss and develop a broader Rangeland Stewardship Agreement (RSA) with a supporting management plan. Ultimately

these rangeland management plans will include community conservation agreements as a means of addressing urgent conservation and climate change needs. Climate change considerations will be included in the plan through identification and targeting areas most at risk to climate hazards, including extent of bare ground, erodible areas from intense rainfall events, and areas that pose the greatest fire risk with projected wind and temperature changes. Linked with the RSA will be complimented by benefits packages. The RSAs will define the benefit package resulting from the community negotiation process, with final approval from CI. The goods and services ultimately provided to each Village Grazing Area will depend on what site-specific grazing/restoration actions are required (e.g., what number of EcoRangers, what kind of restoration team and tools, what kind of veterinary support, whether a water bowser or a bush-fodder machine is required, etc.). Restoration Workers will receive additional technical and life skills training (see Output 1.3).

**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 and are available below and further guidance on safeguarding (most up to date ESS Plans) will be provided to the winning bidder.

**ESS (Environmental and Social Safeguarding) Report:**

<https://www.greenclimate.fund/sites/default/files/document/fp158-ci-botswana.pdf>

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 identifying the most suitable jobs for men and women depending on the local context. Comprehensive gender assessment and gender action plan available below:

**Gender Assessment:** <https://www.greenclimate.fund/sites/default/files/document/fp158-gender-assessment.pdf>

**Gender Action Plan:** <https://www.greenclimate.fund/sites/default/files/document/fp158-gender-action-plan.pdf> and

### 3. Terms of Reference, Deliverables and Deliverables Schedule

See Attachment 2

### 4. Submission Details

- a. Deadline. Proposals must be received no later than **6<sup>th</sup> February 2023 at 17:00 CAT**. Late submissions will not be accepted. Proposals must be submitted via email to [GCFprocurements@conservation.org](mailto: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](mailto: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.
- Key personnel (with supporting CVs) including head writer, regenerative grazing expert, and gender and safeguards specialist.

**Preferred:**

- Demonstrated understanding of national accreditation criteria/processes, with experience in the Botswana accreditation process an advantage
- In-house or contracted capacity to develop graphics and/or illustrations for course materials
- Availability and capacity to quickly mobilize and begin work

## 5. 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. Technical Proposal.
  - i. Corporate Capabilities, Experience, Past Performance (1-4 pages). Please include descriptions of similar projects or assignments in regenerative grazing, Operating License/business registration, at least three client references (especially those funded by international donors or NGOs), and any other relevant endorsements or certifications.
  - ii. Qualifications of Key Personnel (2-5 pages). This section should include the position title, level of effort (in days), clearly defined roles and responsibilities, and summary of skills of key personnel. CVs for key personnel that demonstrate meeting the requirements in Section 5 should also be included as an annex to the technical proposal and will not count against the page limit.
  - iii. Technical Approach, Methodology and Detailed Work Plan (10-20 pages). The Technical Proposal should describe in detail how the bidder intends to carry out the requirements described in the Terms of Reference ([Attachment 2](#)), including number of person-hours forecasted for each activity and deliverable and dates of availability to work on the Project. The detailed workplan should include all deliverables and expected timeframes.
  - iv. indicative Macro Curriculum (specific subjects taught, the time allocated to each, and their purpose) and Meso Curriculum (the topics and sub-topics taught).
- d. Financial Proposal. Offerors shall use the cost proposal template ([Attachment 5](#)).

## 6. 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:

Evaluation Criteria	Score (out of 100)
Is the proposed approach and methodology appropriate to the assignment and practical in the prevailing project circumstances?	5
Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	5
Proposal reflects consideration and application of Gender requirements	5
Proposal reflects consideration and application of ESS requirements	5
<i>Does the bidder's past performance demonstrate recent proven experience doing similar work?</i>	
<ul style="list-style-type: none"> <li>• Demonstrated experience of developing similar curricula, including examples of or access to existing similar curricula</li> </ul>	25
<ul style="list-style-type: none"> <li>• Demonstrated understanding of accreditation processes for this Project or similar accreditation processes</li> </ul>	10
Does the bidder and the proposed personnel have the specific technical expertise for the assignment?	20
Available to begin work in 2023 Q1 (January-March 2023)	5
Cost: Value for money	20
Total	100

## 7. Proposal Timeline

RFP Issued (Re-advertisement)	9 January 2023
Clarifications submitted to CI	20 January 2023
Clarifications provided to known bidders	27 January 2023
Complete proposals due to CI	6 February 2023
Final selection	20 February 2023

## 8. Resulting Award

CI anticipates entering into an agreement with the selected bidder by the 1<sup>st</sup> March 2023. 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.

## 9. 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.

## 10. 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, available at <https://www.greenclimate.fund/document/policy-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](http://www.ci.ethicspoint.com).

## 11. Attachments:

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

Attachment 2: Terms of Reference

Attachment 3: List of Relevant Guidelines and Forms from HRDC and BQA

Attachment 4: Excerpt from Funding Proposal (FP)

Attachment 5: Cost Proposal Template

ATTACHMENT 1: REPRESENTATION OF TRANSPARENCY, INTEGRITY, ENVIRONMENTAL AND SOCIAL  
RESPONSIBILITY

RFP No. [BW003/2022](#)

UEI Number (if applicable): [N/A](#)

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](http://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". [\[Include additional sanctions lists of the country of a public donor, if required by the donor.\]](#)

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## ATTACHMENT 2: TERMS OF REFERENCE

**Consultancy Title:** Development of the Curriculum for EcoRangers and Ecosystem Restoration Workers in Botswana for GCF FP 158

Which falls under the following project:

**Project Title:** Ecosystem Based Adaptation and Mitigation in Botswana’s Communal Rangelands

**Project Donor:** Green Climate Fund (in partnership with Government of Botswana)

**Project Co-financiers:** Government of Botswana and Conservation International

### 1. Project Description

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

The implementation of the Project will be through 3 major components as follows:

**Component 1:** Strengthening institutions and support systems for climate-responsive planning and management.

**Component 2:** Reducing GHG emissions and negative livelihood impacts through new job deployment in rangeland rehabilitation, improved livestock management, and climate impact monitoring

**Component 3:** Promoting climate-sensitive enterprise development and value-chain investments to sustain transformational change

*This consultancy will fall under the following section of the proposal:*

- **Component 1:** Strengthening institutions and support systems for climate-responsive planning and management
  - o **Output 1.3.** New rangeland management curricula developed and operationalised to expand skills for restoration and regenerative grazing.
    - **Activity 1.3.1.** Create and monitor the deployment of a new national curriculum for climate-resilient livestock herding to build adaptive capacity at the individual and community level
      - **Sub-Activity 1.3.1.a.** Development of the curriculum and training programme for professional herding and rangeland rehabilitation work

#### *Location of Project Implementation*

The Project will work through nine “clusters”, beginning with one demonstration site in each cluster. Those clusters have been identified in Northwest District, Kgalagadi District, and Bobirwa Sub-District. While the ideal consultant will have familiarity with at least one of these eco-regions, the majority of the consultancy work will be conducted remotely and with BUAN representatives in Gaborone.

North West District	Kgalagadi District	Bobirwa Sub-District
Habu	Tshane	Gobojango
Ereetsha	Lehututu	Mathathane
Sehithwa	Hukunsi	
Shorobe		



### *Role of the EcoRanger*

EcoRangers are the front-line implementers of regenerative grazing. They are passionate about livestock and ecosystem restoration. They are trusted to look after the communities' most valued and valuable assets: the landscape, ecosystem, and the livestock that interact with it. Teams of EcoRangers provide full care for community members who participate in the program. They work in teams of up to six and look after herds of up to 500 animal units. Their level of education may vary and their skills are meant to be complementary to one another. The development of the EcoRanger curriculum is a crucial piece to ensure the standard of work that the EcoRangers will ultimately provide to their clients. This level of service will be a crucial factor in the success of the Project overall.

### *Role of the Ecosystem Restoration Worker (ERW)*

Ecosystem Restoration Workers (ERWs) are Passionate about reversing erosion and controlling the flow of water to preserve and restore soil. They have a powerful sense of observation to understand waterflow and how to capture that water back into the soil. ERWs are trained in contour earthworks, water harvesting, ponding, gully healing, bush thinning, and the production and use of restoration mats for example. They will be the technical leads and lead small crews of safety net workers to apply their job creation programme to restore their local water ground water and restore their soil function, leading to an overall improved ecosystem function.

### *Selection criteria for EcoRangers and ERWs*

From the Project Funding Proposal, the key eligibility/selection criteria for Ecorangers and Restoration Workers will include but not be limited to the following: (a) Citizen of the Host Country; (b) Currently unemployed; (c) Living in the village or community targeted by the RSAs' interventions (d) Have no familial or other link to national government officials (it may not be possible, nor advisable, to ban the children of local officials from participation but the Accredited Entity will ensure that such conflicts are mitigated through protocols for eligibility, etc.); (e) Complete the application for the position; and (f) Performance on competency tests required for the position (seventy per cent (70%) or higher); Competency tests will include livestock knowledge, livestock handling skills, and site specific task-based tests (e.g. fence maintenance, basket making skills for restoration mats, etc.) and will be co-designed with full community participation through a tested H4H process. The Accredited Entity will approve all recruitment process competency tests and ensure the IPP's and Gender Action Plan's targets are met during selection of participants.

### **Background to Restoration Efforts**

The proposed Project is designed to transform current rangeland management in Botswana to collectively build the resilience of rangeland ecosystems and the communities whose livelihoods are threatened by climate change. Rangeland practices that regenerate healthy ecosystems that sequester carbon and build resilience to extreme climatic events have been successfully tested in other parts of southern Africa but have not yet been adopted at scale in Botswana.

The Project will apply proven restoration techniques aimed at reversing degradation that leads to reduced adaptive capacity for ecosystems, negative livelihoods impacts, and increased GHG emissions (Table 11. Pp 39-40).

An important consequence of managed herd movement is that greater ground cover by plants and leaf litter traps rainwater where it falls and increases water infiltration into the soil, promoting root growth. A deeper and more extensive root system will generate greater resilience to drought and higher infiltration rates reduce overland water movement and associated erosion and flooding risks. Using these fundamental ecological principles, specific activities will be designed and implemented based on individual site assessments of ecosystem characteristics, vulnerabilities, and the most likely climate hazards for a particular site.

Skills used and trained in the broader Project for restoration (as provided in Tables 11 & 12) will be core to the training. In addition, EcoRanger and Restoration Worker curriculum will include fire management strategies such as grazing of fire-breaks (see Annex 30, page 62), wilderness training on management of cooking fires in the rangelands, and basic fire-response skills for safety and risk reduction.

EcoRangers and Restoration Workers will be engaged in bush thinning, erosion management, seed collection, and other soil, vegetation, freshwater system regeneration, as well as fire-break activities ([see Table 12 pp. 50](#))



[of funding proposal](#). The selection, training, and engagement of these employees is described in Activity 2.1.1., whereby the VDCs facilitate, CI approves, and the GoB *Ipelegeng* programme administers utilizing the legislated *Ipelegeng* regulations and the Project criteria. *Ipelegeng* Ecorangers will monitor and manage cattle movements, nutrition, water management, non-lethal predator management, animal health, and market access activities (via low-stress herding support and record-keeping).

## 2. Key Stakeholders of the consultancy

Entity	Specific Unit	Role for this consultancy
Botswana University of Agriculture and Natural Resources (BUAN)	Center for Inservice and Continuing Education (CICE)	Co-creator of curriculum and key partner for this consultancy Support and actively participate in writing process through subject matter experts Provide local expertise and contextual relevance
Human Resources Development Council of Botswana (HRDC)	Non Credit Bearing Short Course (NCBSC) certification	Provides advice, coordination, and implementation on the National Human Resource Development Strategy (NHRDS) including workplace learning. HRDC certify <b>Non Credit Bearing Short Course (NCBSC)</b>
Botswana Qualifications Authority (BQA)	Accreditation Unit	As accreditation body for all for-credit educational programmes in Botswana, will approve the EcoRanger Tier 2 curriculum as a <b>Nationally Accredited Certificate 1 Level Programme</b>
Ministry of Agriculture	Department of Animal Production	Overall Government lead for Project Technical lead on Animal Production Shape and implement Policy as it relates to Regenerative Grazing Complement EcoRanger with MoA Beef Productivity Training programme
Ministry of Environment and Tourism (MET)	<i>Department of Forestry and Range Resource (DFRR)</i>	Government lead on Rangeland Resources Oversee impact of EcoRangers and ERW through employment of Graduate Monitors
Conservation International	CI-Botswana	Ensure consistency with Project needs; Provide feedback and approval of deliverables along the way Ensure that necessary information and references are available

### *BUAN Center for In-Service and Continuing Education*

The Project is designed to incorporate significant on-the-job training for EcoRangers and Restoration workers between fieldwork and formal training sessions. This will allow participants to test and fine-tune their learnings and to return to their next session with practical/field experience to draw from. This curriculum will be delivered primarily through Botswana University for Agriculture and Natural Resources (BUAN)'s Center for Inservice and Continuing Education (CICE), in coordination with other partners. BUAN CICE offers a range of short courses relevant to agricultural and natural resources sectors which are flexible and complement on-the-job training. Based on this role, the delivery of the proposed EcoRanger and Ecosystem Restoration Curricula and Training Programmes will be delivered through CICE. Therefore, CICE and the relevant BUAN faculties to this programme will be the co-partners of CI in this consultancy.

The planned approach will include classroom and substantial practical training through three separate courses, as outlined below:

## 3. Objectives, Deliverables & Key Tasks

**The consultancy is organized into three phases . Consultants to bid on all three phases.**

Phase	Name	Activities	Indicative Timeframe
1	<i>Curriculum Development for Eco-Rangers (including module</i>	<b>Develop curricula for the Following SHORT COURSES (NCBSC) :</b> a) <i>EcoRanger Tier 1 Short Course (40 hours)</i> b) <i>Ecosystem Restoration</i>	Weeks 1-8 Week 10 Weeks 16 & 17

	<i>on Ecosystem Restoration)</i>	<i>Short Course (40 hours)</i> <b>Develop curricula for the NATIONAL ACCREDITATION CERTIFICATE 1 LEVEL</b> c) <i>EcoRanger Tier 2 National Qualification Certificate 1 (400 hours)</i>	
2	<i>Accreditation</i>	<b>Work with BUAN for HRDC Accreditation of the following SHORT COURSES (NCBSC)</b> a) EcoRanger Tier 1 Short Course (40 hours) b) Ecosystem Restoration Short Course (40 hours)  <b>Work with BUAN for BQA Accreditation on NATIONAL ACCREDITATION CERTIFICATE 1 LEVEL</b> c) EcoRanger Tier 2 National Qualification Certificate 1 (400 hours)	Weeks 5-52
3.	<i>Co-Conduct Initial Cycle of EcoRanger Training**</i>	<b>Co-Conduct the following Two Courses with BUAN CICE and CI Teams</b> a) EcoRanger Tier 1 Short Course (1 week) b) EcoRanger Tier 2 Certificate 1 (4 weeks)	Weeks 9 & 10 Weeks 13-16

\* Ensure engagement and consultation with key stakeholders throughout Project as identified by CI-Botswana Project team.

\*\*The initial cycle will both allow the Project trainers to internalize the curriculum and will help to fine-tune the curriculum. ERW training is incorporated into Tier 2 and thus will not have a stand-alone co-conducting process.

**Sequencing and Estimated Timeline of Consultancy Phases**

<b>2023</b>	<i>Jan</i>				<i>Feb</i>				<i>March</i>				<i>April</i>				<i>May</i>		
<b>Week:</b>	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
<b>Phase 1</b> <i>Curriculum Development</i>	█	█	█	█	█	█	█	█		█							█	█	
<b>Phase 2</b> <i>Accreditation</i>					HRDC				BQA										█
<b>Phase 3</b> <i>Co-Conduct Initial Cycle</i>									ER Tier 1				ER Tier 2						

## PHASE 1: Curriculum Development

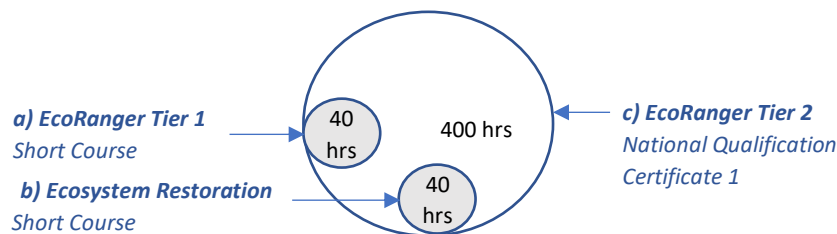
Phase I objective is to develop the following curricula

- **Short Courses<sup>1</sup>** (accredited by HRDC)
  - a. **EcoRanger Tier 1 Short Course (40 hours):** Introductory Training of approximately 40 hours, outlining the topics below in “Competencies and Training Topics”
  - b. **Ecosystem Restoration Short Course (40 hours):** Bush clearing/thinning, erosion control such as gully healing, contour earthworks / stoneworks / bunds, half-moon berms, zai pits, ponding, restoration mats, seed ball and related low-tech approaches

**Certificate Level 1** (accredited by BQA)

- c. **EcoRanger Tier 2 National Qualification Certificate 1 (400 hours):** Basic training of approximately 200 hours of class time and minimum 200 hours of practical / field training and experience to meet the requirement of 400 learning hours

### HOW THE COURSES FIT TOGETHER:



- **“a”** (Tier 1 EcoRanger short course) is a summary version as well as the introductory module and sub-set of **“c”** (Tier 2 EcoRanger Curriculum)
- **“b”** (Ecosystem Restoration short course) is a subset of **“c”** (Tier 2 EcoRanger Curriculum)

The consultant, in collaboration with CI and BUAN subject specialists, is expected to develop a curriculum with the following elements:

- Structure, scope, and sequence of curriculum based on the competencies to be developed for participants
- Macro, meso, and micro curriculum
- Delivery Framework
  - o Schedule of delivery (Block-based system of full-time for each tier)
  - o Locations of delivery
  - o Human resources/ staff including outsourcing of modules to external Subject matter experts (internal and external)
  - o Resource planning, including budget
- Teaching / Facilitation Guides
  - o Planning and Facilitation Guidelines
  - o Instructional Units (classroom and hands-on)
  - o Lesson plans
  - o Teaching/facilitation guides/strategies, including any location specific adaptations
- Rollout plan to launch programme

<sup>1</sup> Short Courses defined as Non-Credit Bearing Short Course (NCBSC) approximately 40 hours of classroom and practical / field work, accredited by HRDC (Human Resources Development Council of Botswana)

**Competencies and Training Topics:** *The EcoRanger and Ecosystem Restoration curriculum will focus on building the following (and related) competencies:*

- Planned Grazing
  - Animal Production & Husbandry
  - Life Skills
  - Community liaison & mobilization
  - Health & Safety
  - Record Keeping, Traceability, and Auditing
  - Wildlife-friendly Livestock Management
  - Disease Detection & Mitigation / Primary Animal Health Care
  - Low-stress handling
  - GIS and Remote Sensing
  - Leveraging indigenous knowledge
- Will serve as stand-alone short course AND a sub-set of Tier 2 EcoRanger Curriculum**

  - **Ecosystem Processes, Ecological IQ, Ecosystem Restoration techniques & practices** *(this will serve both as a module in the EcoRanger Certificate Level 1 as well as a stand-alone NCBS for Ecosystem Restoration Workers)*
    - d. Targeted restoration including bush clearing/thinning, erosion control such as gully healing, contour earthworks / stoneworks / bunds, half-moon berms, zai pits, ponding, restoration mats, seed ball and related low tech approaches

**The curriculum must adhere to safeguarding guidance and compliance, outlined in the following Project documents:**

- a. **Gender Assessment:**  
<https://www.greenclimate.fund/sites/default/files/document/fp158-gender-assessment.pdf>
- b. **Gender Action Plan:**  
<https://www.greenclimate.fund/sites/default/files/document/fp158-gender-action-plan.pdf> and
- c. **ESS (Environmental and Social Safeguarding) Report:**  
<https://www.greenclimate.fund/sites/default/files/document/fp158-ci-botswana.pdf>

**Subject matter best practices**

**Existing materials / secondary research:** Additional sectoral best practices, traditional herding practices, and academia

**Deliverables & Key Tasks of Phase I (Curriculum Development), with indicative timelines:**

- a. **Kickoff meeting (Week 1)** Confirm and align expectations; map existing curricula to build off of
- b. **Inception report (Week 2)**
  - Revised Macro Curriculum (specific subjects taught, the time allocated to each, and their purpose / syllabus) and Meso Curriculum (the topics and sub-topics taught), *fine-tuned from proposal if requested by CI during bid review*
  - Micro Curriculum Outline of specific content within topics and sub-topics including List of Teaching / Facilitation Guides
  - Draft Delivery Framework
- c. **Intensive writers workshop in Gaborone (Week 3)**  
**Output / Deliverable:** *Full first draft of Tier 2 Curriculum, including two Short Courses (NCBSC) as sub-sets*
- d. **Second Draft (Week 6)**  
*Clean draft of full Tier 2 Curriculum*  
*Two Short Courses (NCBSCs) in condition to be submitted from BUAN to HRDC for accreditation*
- e. **Final curriculum submitted to CI (Week 8)**  
*Full curriculum in condition to be submitted from BUAN to BQA for accreditation*
- f. **Revisions following co-delivery of training (Weeks 11 and 16-17)**  
*Small adjustments and revisions to curricula following use through initial round of delivery*

*Indicative Tasks and Timeline against deliverables (bidders to propose a revised timeline, as applicable):*

<b>Timeframe</b>	<b>Deliverable</b>
<i>Week 0:</i>	<i>Introductory meeting / kickoff</i>
<i>Week 2:</i>	<i>Inception Report and Meeting, including overall framework/outline of Curriculum</i>
<i>Week 3:</i>	<i>Intensive writers workshop week (location TBD)</i>
<i>Week 6</i>	<i>2nd Draft</i>
<i>Week 10</i>	<i>Revise based on delivery of short course first round (1 week) / linked to phase 3</i>
<i>Week 16-17</i>	<i>Revise based on delivery of full certificate classroom modules / linked to phase 3</i>

## PHASE 2: Accreditation

Phase 2 objective is to certify and accredit the curriculum developed in Phase 1

- **Short Courses<sup>2</sup>** (accredited by HRDC)  
*Short Courses defined as Non-Credit Bearing Short Course (NCBSC) approximately 40 hours of classroom and practical / field work, accredited by HRDC (Human Resources Development Council of Botswana)*

- a. **EcoRanger Tier 1 Short Course (40 hours):** Gain certification from HRDC for a NCBSC
- b. **Ecosystem Restoration Short Course (40 hours):** HRDC NCBSC

**Certificate Level 1** (accredited by BQA)

*Level 1 Certificate is the first level of national accreditation available. It requires a minimum of 400 hours of learning time including classroom and practical / field work. The accreditation process is facilitated by BUAN for accreditation by Botswana Qualifications Authority (BQA)*

- c. **EcoRanger Tier 2 National Qualification Certificate 1 (400 hours):** Basic training of approximately 200 hours of class time and minimum 200 hours of practical / field training and experience to meet the requirement of 400 learning hours

**BUAN will lead the process; the consultant must be available for feedback and fine-tuning.**

As an accredited learning institution, BUAN employs a focal point for BQA accreditation and HRDC accreditation. The consultant, in collaboration with CI and BUAN accreditation focal point, is expected to support the processes as follows:

- Maintain an awareness of all relevant forms, criteria and requirements related to accreditation (non-exhaustive list in appendix)
- Write curricula in explicit alignment with relevant requirements
- Remain available for adaptation throughout the accreditation process

**Deliverables & Key Tasks of Phase 2 (Accreditation), with indicative timelines:**

- a. **Submit three (3) NCBSC applications and curricula to HRDC for certificate**  
*In order to deliver the curriculum, they must at a minimum be accredited by HRDC as a NCBSC. As such, each of the eventual three curricula named in Phase 1 will need to begin with an HRDC accreditation. The HRDC accredited Tier 2 course will be an interim solution until the Tier 2 course is accredited by BQA.*
- b. **Submit Application to BQA for Accreditation**  
*The BQA accreditation processing time is unknown and may take several months to several years. The consultant will be expected to be available as needed during this process, within a reasonable level of effort (approximately 10-20 hours over the course of the process)*

**Indicative Timeline of Phase 2**

Timeframe	Deliverable
Week 5:	Submit three (3) NCBSC applications and curricula to HRDC for accreditation
Week 9:	Submit application to BQA for accreditation
Weeks 12-52:	Remain available if and as adaptation from BQA is requested

### PHASE 3: Co-Conduct Initial Cycle of EcoRanger and Restoration Training with BUAN

**Phase 3 objective is to co-deliver the following courses with BUAN CICE and CI teams/partners**

*As the BUAN-CICE and CI teams begin to internalize the new curriculum, the consultant will co-conduct the initial cycle of both Tier 1 and Tier 2 EcoRanger training levels.*

*In close collaboration with BUAN CICE, CI, and local partners, the consultant will lead co-delivery of Tier 1 and Tier 2 training for the first cycle for up to 30 EcoRangers. This will be used as both an opportunity for Project teams to gain confidence with the process and will allow the consultant (in coordination with BUAN-CICE and CI) to revise materials based on feedback to ensure training materials are optimal for the context and subject matter.*

- a. **EcoRanger Tier 1 Short Course Curriculum (from Section 3, Phase 1 above):** Introductory Training of 40 hours as outlined above (an, outlining the topics below in “Competencies and Training Topics”  
*A precursor to this will be the NCBSC from HRDC and thus, submission for HRDC accreditation must begin during phase I in order to seamlessly progress into Phase 2.*
- b. **EcoRanger Tier 2 Curriculum (from Section 3, Phase 1 above):** Workshop of 160 additional hours of class time with an initial round of EcoRangers  
*This may require a temporary NCBSC from HRDC or may need to come as a workshop rather than a training*

#### **Deliverables & Key Tasks of Phase 3:**

- a. **Co-Deliver EcoRanger Tier 1 Short Course (1 week)**  
At a BUAN-CICE training location in/near a project area, relevant team members will be led by the consultant to co-deliver the first tier 1 short course for one week.
- b. **Co-Deliver EcoRanger Tier 2 Full Course (4 weeks)**  
At a BUAN-CICE training location in/near a project area, relevant team members will be led by the consultant to co-deliver the first tier 2 course for four weeks.

*Note: The initial cycle will both allow the Project trainers to internalize the curriculum and will help to fine-tune the curriculum. ERW training is incorporated into Tier 2 and thus will not have a stand-alone co-conducting process.*

#### **Indicative Timeline of Phase 3**

Timeframe	Deliverable
Week 9:	Tier 1 Training
Week 10:	Reflect, Learn Adapt
Weeks 11-12:	Break from classroom (no work required)
Weeks 13-16:	Tier 2 Training
Week 17	Reflect and Adapt



#### 4. Resources provided to the consultant

- a. The consultant will have access to the project feasibility study and related materials
- b. CI will serve as an interlocutor to connect relevant BUAN staff and faculty to serve as focal points and subject matter experts in this process
- c. Consultant will plan and budget for their travel and logistical arrangements

#### 5. Location of Task/Applicable Trips

**Gaborone:** The CI-Botswana Project team and BUAN CICE teams are located in Gaborone. A one-week in-person writers workshop will be held in Gaborone with CI, BUAN, and Consultant.

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

**Field locations (for Phase 3):** The consultant will co-deliver training with BUAN-CICE staff and should expect travel closer to field locations in Northwest District / Ngamiland for a total of five weeks (this needs to be budgeted by the consultant)

#### 6. Required Skills and Experience

The ideal consultant will possess **some or all** of the following skills and experience:

**Required:**

- Demonstrated experience in developing curricula for similar thematic programs (e.g. regenerative grazing and ecosystem restoration)
- Confirmation that the prospective consultant has access to and/or rights to use similar curricula for reference or to adapt to this Project
- Capacity to deliver a robust, well-written set of documents ready for use (as outlined above in Phase 1; lesson plans, facilitator guides, syllabus, etc.)

**Preferred:**

- Demonstrated understanding of national accreditation criteria/processes, with experience in the Botswana accreditation process an advantage
- In-house or contracted capacity to develop graphics and/or illustrations for course materials
- Availability and capacity to quickly mobilize and begin work

#### 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: List of Relevant Guidelines and Forms from HRDC and BQA

### **Human Resources Development Council (HRDC) of Botswana:**

A common and quickly obtained certificate for learning programs is a Non-Credit Bearing Short Course (NCBSC) is recognized by HRDC

Document Type	Document Number	Document Name
Guideline	NCBSC 02	<b>GUIDELINES FOR RECOGNITION OF NON-CREDIT BEARING SHORT COURSES (NCBSCs)</b>
Form	NCBSC 03	<b>APPLICATION FORM FOR RECOGNITION OF NON-CREDIT BEARING SHORT COURSES (NCBSCs)</b>

### **Botswana Qualifications Authority (BQA):**

As the EcoRanger Certificate Qualification is intended to acquire BQA accreditation, the curriculum must be aligned with BQA Guidelines and Forms. These guidelines and forms are summarised below and included in the annex to this ToR.

Document Type	Document Number	Document Name
Guidelines	QAS3 - LP(2)	CRITERIA AND GUIDELINES FOR ACCREDITATION OF LEARNING PROGRAMMES (TVET AND HE)
	DQA.P04.GD01	GUIDANCE ON THE MINIMUM REQUIRED EVIDENCE (TVET AND HE)
	DQA.P04.GD02	APPLICATION TEMPLATE FOR LEARNING PROGRAMME ACCREDITATION (TVET AND HE) (1 OF 2)
		APPLICATION TEMPLATE FOR LEARNING PROGRAMME ACCREDITATION (TVET AND HE) (2 OF 2)
Forms	DQA.P04.F10	CURRENT ADMINISTRATIVE AND TECHNICAL SUPPORT STAFF
	DQA.P04.F12	ENROLMENT PROJECTIONS
	DQA.P04.F14	LEARNING PROGRAMME COMPARABILITY MATRIX
	DQA.P04.F16	LEARNING PROGRAMME STRUCTURE (PART-TIME)
	DQA.P04.F17	PHYSICAL RESOURCES
	DQA.P04.F18	LEARNING PROGRAMME ACCREDITATION - QUALITY ASSURANCE COMMITTEES AND THE MEMBERS' CREDENTIALS
	DQA.P04.F20	QUALITY ASSURANCE STRUCTURES AND THEIR ROLES
	DQA.P04.F21	APPLICATION TEMPLATE FOR LEARNING PROGRAMME ACCREDITATION (TVET AND HE)

## Attachment 4: Excerpt from Funding Proposal

Full document available at: <https://www.greenclimate.fund/sites/default/files/document/funding-proposal-fp158.pdf>

### **Output 1.3 New rangeland management curricula developed and operationalised to expand skills for restoration and regenerative grazing.**

*Key Deliverable:* An EcoRanger Training Curriculum that is formally registered and embedded in national Rangeland Stewardship programme.

**115.** Botswana has a depth of agricultural and natural resource expertise that is inaccessible to many Project beneficiaries. CI and GoB will seek to expand access to traditional and academic expertise to manage the land and livestock assets of farming households that utilize communal grazing lands. The distribution of traditional and academic knowledge and coping mechanisms will become ever more important as climate change impacts become more severe.

#### **Activity 1.3.1 Create and monitor the deployment of a new national curriculum for climate-resilient livestock herding to build adaptive capacity at the individual and community level**

**116.** Activity 1.3.1 will draw on information from traditional herding practices and academia to integrate these into the design and implementation of a herder and restoration adult education programme that will become a required component of the *Ipelegeng* Ecoranger programme. Skills used and trained in the broader H4H programme for restoration (as provided in Tables 11 & 12) will be core to the training. In addition, Ecoranger and Restoration Worker curriculum will include fire management strategies such as grazing of fire-breaks (See Annex 30, page 62), wilderness training on management of cooking fires in the rangelands, and basic fire-response skills for safety and risk reduction.

**117.** The formal certification process of the curriculum will bring dignity and new skills to the individuals employed in the public works programme and the practical nature of the coursework enables on-the-job short course training to be implemented as “assessable” and expert-supervised course projects that support the implementation of Rangeland Stewardship Agreements for EbA in the 104 grazing areas. Only *Ipelegeng* beneficiaries will be selected for the training programme and so the Project will provide support for climate resilience at both the household, community, and ecosystem level. Institutionally, it will also compel the Botswana University of Agriculture and Natural Resources (BUAN) and its Centre for In-Service and Continuing Education (CICE) to include lessons learned in the provision of the course into its teaching and modernize its formal university programme to include climate considerations.

**118.** CI will enter into a Grant Agreement contract with BUAN-CICE to implement this activity. CI will be the Executing Entity for this activity, as it will retain decision-making authority by approving annual grant budgets, workplans, procurement plans, and reports for the activity. These terms will be explicit in the grant agreement between CI and BUAN-CICE.

**119.** BUAN-CICE will use the first year of the Project to finalise the development of a national qualification for Ecorangers, as well as certificate courses for Restoration Workers. BUAN-CICE will also enter into facility-use and training arrangement agreements, in a form and substance acceptable to CI, with the Ministry of Agriculture for the implementation of the training in Activity 2.1.1 as part of the requirement for GCF finance for curriculum monitoring and refinement during the Project period. Drawing on the support of the Herding for Health Training Collaboration, which includes the African Holistic Livestock Centre, the South African Herding Academy and the Southern African Wildlife College, BUAN-CICE will work with a specialist consultant team to design a curriculum that provides progressive training in eight core skills over the three-year implementation period of *Ipelegeng* job creation. BUAN-CICE will procure the consultants, and CI will approve the final selection. Course materials will be adapted and augmented based on existing materials as much as possible, while ensuring that the information that is provided reflects local contexts, current best practices, and known climate impacts.

**120.** In addition to technical skills development, the three-year training curriculum will also include a life-skills component including financial literacy, HIV/AIDS prevention, family planning, and leadership skills delivered by qualified partners. Randomised trials of different delivery and assessment methods, including ones that involve local mentor farmers, will be used with the first Ecorangers and Restoration Worker Teams at the demonstration sites in conjunction with the Project Planning and Adaptive Management team and technical advisors. Training field work assignments will take place during herding periods and reports will be submitted via the Ministry of Agriculture's Wi-Fi hubs to the Rangeland Stewardship Information Portal. Competency will be assessed by accredited BUAN-CICE and its training service providers who have the appropriate qualification level. In this way the final registered curriculum will also have an assessed teacher toolkit of approaches to draw on for the delivery of training at scale in years 3-8.

**121.** CI will approve the final National curricula and any other training/educational materials to be developed by BUAN-CICE, prior to their implementation and use in the training.

## ATTACHMENT 5: 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 Pula](#).

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

<b>Deliverable</b>	<b>Price (Lump Sum, All Inclusive)</b>
<i>1a. Develop Curriculum for EcoRanger Tier 1 Short Course (40 hours)</i>	
<i>1b. Develop Curriculum for Ecosystem Restoration Short Course (40 hours)</i>	
<i>1c. Develop Curriculum for EcoRanger Tier 2 National Qualification Certificate 1 (400 hours)</i>	
2a/b. HRDC Accreditation support	
2c. BQA Accreditation support for EcoRanger Tier 2 National Qualification Certificate 1	
3a. Co-conduct initial cycle of training: EcoRanger Tier 1 Short Course (1 week)	
3b. Co-conduct initial cycle of training: EcoRanger Tier 2 Certificate 1 (4 weeks)	

### Cost Breakdown by Cost Component (example only)

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