



Implementation of Biodiversity Mainstreaming in Kyrgyzstan

Consultancy for the Implementation of Biodiversity Mainstreaming through Communication, Capacity Development, Policy Integration and Sustainable Land Management in Kyrgyzstan within the framework of the SYMBIOTIC project



NABU has been committed to people and nature since 1899. With more than 900,000 members and supporters, it is the environmental association with the largest membership in Germany. We are proud of our 70,000 volunteers in almost 2,000 groups and of our employees who are committed to nature conservation and environmental protection daily. "We are what we do - the conservation makers."

1. Project Information

1.1. Context

Across all partner countries, biodiversity is under growing pressure from land degradation, extractive land-use, climate change and weak institutional and regulatory frameworks. Despite its importance for climate resilience, livelihoods and health, biodiversity still ranks low on the political agenda and is not properly integrated within and among governance structures.

Its benefits are rarely valued or integrated into economic planning, while the costs of safeguarding biodiversity are often perceived as burdensome. Instead of recognising biodiversity's positive role for development and climate resilience, its conservation is too often treated as an external obligation and a burden. The value of biodiversity - particularly for private sector use - needs to be made more visible and safeguarded to ensure it is preserved for future generations. Lasting change requires not only political and institutional reforms, but also behavioural change at both the individual and societal level. Citizens need to integrate knowledge on biodiversity into their everyday decisions, while societies must build narratives and norms that make biodiversity protection part of collective identity and development priorities.

Globally, countries face a similar set of structural barriers, as identified in the project's Theory of Change:

- Biodiversity safeguards and conservation is not integrated into national investment planning, fiscal systems or economic development strategies.
- National Biodiversity Strategies and Action Plans (NBSAPs), while formally endorsed, lack political traction and are rarely linked to budgeting, sectoral policies or subnational governance

NABU Team International Biodiversity

[Vorname Nachname]

Procurement Management SYMBIOTIC

e-mail:

Symbiotic-Procurement@NABU.de



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- Institutional fragmentation and missing mandates for cross-sectoral biodiversity integration hinder coordination.
- Education systems are detached from local biodiversity realities and do not reflect global biodiversity frameworks.
- Local communities, and especially youth and women, are largely excluded from formal conservation decision-making, despite playing a critical role safeguarding ecosystem on the ground.
- Local biodiversity knowledge and successful traditional models for biodiversity management remain siloed and non-replicable, as there are no learning systems or institutional uptake mechanisms.
- Communication gaps between sectors, governance levels and actors block the feedback loops needed to scale transformative models.
- Societal awareness is low, especially in economic, political and mainstream educational domains; biodiversity conservation is largely absent from public narratives and development priorities.

These barriers are compounded by the lack of visibility and operational integration of links between biodiversity and wider societal challenges - such as climate resilience, food systems, natural resource conflicts, and zoonotic risks - which remain poorly understood and communicated across sectors. Addressing these systemic barriers is the starting point for the project's objectives and results logic. For the project design, the term environmental sector refers to state institutions with environmental mandates (including biodiversity), environmental NGOs and life science/academic actors, while all other areas of policy, economy, education, finance and society are considered "outside the environmental sector".

1.2. Brief description of the SYMBIOTIC Project

Project title	SYMBIOTIC – Systemic Learning and Mainstreaming of Biodiversity Targets for Innovative Transformation and Behavioral Change
Core Problem	Biodiversity remains too invisible in public awareness, policy-making, and sectoral planning. As a result, it is not sufficiently integrated into governance, education, media, finance, and economic development, which weakens biodiversity action and contributes to ecosystem degradation. This also limits its potential to drive climate resilience, sustainable livelihoods and inclusive growth
Project objectives	Biodiversity is increasingly recognised, valued and integrated into societal and institutional decision-making, including governance, public finance, education, media, and economic development.
Partner Countries	Ethiopia, Indonesia, Kenya, Kyrgyzstan, Madagascar
Target groups	(i) national/subnational government/political decision makers, (ii) environmental professionals, (iii) NGOs, CSOs/CBOs, (iv) educational professionals incl. academia, (v) private companies (large - medium scale) incl. banks, (vi) private sector (small scale) incl. farmers, (vii) media representatives like journalists, (viii) women/ women organisations, (ix) youth, (x) local communities incl. traditional leaders and underrepresented groups, and (xi) the general public (national/international)
Implementing organization	Naturschutzbund Deutschland e.V.
Implementing partners	Burung Indonesia, Global Green Growth Institute (GGGI), Internews, NABU Ethiopia, Nature Kenya
Field of Actions	<ul style="list-style-type: none"> • Raising biodiversity awareness and strengthening public discourse across sectors

	<ul style="list-style-type: none"> • Building capacities and mobilising communities, youth, women, media, and public institutions • Integrating biodiversity into governance, education, media, finance, and economic development • Promoting behavioural change and biodiversity-friendly decision-making • Supporting biodiversity strategy implementation and climate-resilient, inclusive, scalable development
Key outputs	<ol style="list-style-type: none"> 1. Awareness and Advocacy - strengthening public discourse on biodiversity, especially in non-environmental sectors (e.g. media, education, finance), to drive societal and political change. 2. Education and Citizen Science - building biodiversity knowledge and participatory monitoring through accessible education and community-based data systems. 3. Policy and Private Sector Engagement - integrating biodiversity into governance, public finance, and economic development, while promoting biodiversity-friendly business practices. 4. Knowledge, Learning, and Scaling - enabling cross-country learning, replication of successful approaches, and linking local practice to national and global policy processes.
Implementation period	10/2024 - 01/2031

1.3. Project objectives

Across all partner countries, the project addresses the central challenge: biodiversity is still insufficiently recognised, valued, and embedded into societal decision-making, governance institutions, public finance, education, media, and economic development.

This lack of visibility weakens the implementation of biodiversity strategies, contributes to ongoing ecosystem degradation, and limits biodiversity's role as a foundation for climate resilience, sustainable livelihoods, and inclusive development. The project therefore aims to promote both societal and individual behavioural change while embedding biodiversity more systematically in governance, public finance, education, media, and economic development. It delivers this through four interlinked areas of work: raising awareness and strengthening public discourse, expanding biodiversity education and citizen science, integrating biodiversity into policy and private sector engagement, and creating systems for learning, scaling, and outreach. By building capacities, co-developing practical tools, and mobilising women, youth, local communities, media actors, and public institutions, the project seeks to ensure that biodiversity is increasingly reflected in everyday choices as well as in planning, investment, and policy processes. In this way, the project contributes to stronger political recognition, improved institutional uptake, and more effective implementation of national biodiversity strategies, while advancing gender-responsive, climate-resilient, and scalable development pathways across sectors.

The project engages target groups that were identified by the project partners, considering local contexts, their role in society and potential to influence the wider public and political leaders, and take concrete action towards the project goals: (i) national/subnational government/political decision makers, (ii) environmental professionals, (iii) NGOs, CSOs/CBOs, (iv) educational professionals incl. academia, (v) private companies (large - medium scale) incl. banks, (vi) private sector (small scale) incl. farmers, (vii) media representatives like journalists, (viii) women/ women organisations, (ix) youth, (x) local communities incl. traditional leaders and underrepresented groups, and (xi) the general public (national/ international).

SYMBIOTIC will identify and support biodiversity champions in each partner country. In line with global conservation practice, these can be individuals from any target group - including local communities and Indigenous peoples, youth, teachers and educators, journalists and community media, public officials and public figures - who show

exceptional personal initiative and leadership for biodiversity in their own context and act as visible role models and multipliers. Biodiversity champions are leading by example and advancing conservation in their own sphere of influence. These champions will be nominated by project partners using transparent criteria (i) demonstrated, tangible engagement for biodiversity or nature-positive land use, (ii) strong personal initiative beyond “business as usual”, (iii) a clear multiplier role (sharing knowledge, inspiring others, mobilising action), (iv) a focus on women, youth (15-30). Once identified, biodiversity champions will build capacity and be connected through project learning offers and networks. This includes access to training and coaching on storytelling and media work, advocacy and policy engagement, facilitation and leadership, as well as gender and inclusive participation. Where feasible, implemented project activities or in-kind support will enable champions to implement concrete micro-initiatives (e.g. school clubs, citizen science campaigns, community events). Champions will be invited to contribute to national and regional events and will be linked across countries through an informal champion network. In this way, the project not only recognises individual leadership, but also leverages champions as multipliers, mobilisers and credible messengers for behavioural change and policy uptake.

The Contractor will act as the national implementation partner for the SYMBIOTIC project in Kyrgyzstan and will be responsible for coordinating and implementing the Kyrgyzstan-based activities across the project’s four Outputs. In line with the project governance structure, the Contractor will serve as the national Country Project Execution Team lead in Kyrgyzstan, ensuring (i) day-to-day coordination support and maintaining an overview of activities implemented in the country – including those carried out by international project partners and service providers – thereby supporting NABU in ensuring overall coordination, , as well as ensuring regular communication and coordination with international SYMBIOTIC project partners

– (ii) liaison with relevant political partners and local stakeholders, (iii) contribution to monitoring, evaluation and learning, and (iv) reporting to NABU (consortium lead). The Contractor will contribute to cross-country learning, synthesis and dissemination processes.

Under **Output I – Awareness and Advocacy** the Contractor will support biodiversity communication, awareness raising and outreach in Kyrgyzstan. This includes producing biodiversity-related stories and communication materials, promoting key project messages, supporting the identification and visibility of biodiversity champions, and contributing to youth-focused outreach. The Contractor will also help organise an international youth media conference in Kyrgyzstan and support the strengthening of youth, media and advocacy networks as multipliers for biodiversity-positive practices.

Under **Output II – Education and Citizen Science** the Contractor will lead the development and piloting of biodiversity education and training activities in Kyrgyzstan. This includes preparing face-to-face and digital training materials on protected area management, supporting the establishment or adaptation of a national digital learning platform, and developing a new Education for Sustainable Development module for schools and universities. The Contractor will also organise Training-of-Trainers (ToT) activities, maintain a trainers’ database, and develop citizen science approaches, including a birdwatching-based eco-trail concept for environmental education and biodiversity monitoring.

Under **Output III – Policies and Private Sector Engagement for Biodiversity** the Contractor will support the integration of biodiversity into economic planning, policy development and private-sector engagement in Kyrgyzstan. Responsibilities include carrying out assessments and analyses on biodiversity-relevant economic priorities, policies and value chains, including yak breeding and yak products. The Contractor will prepare recommendations, policy inputs and practical tools to promote biodiversity-inclusive decision-making, sustainable pasture management and biodiversity-friendly yak value chains, including the possible development of certification guidance.

Under **Output IV - Knowledge, Learning, Scaling and Outreach** the Contractor will contribute Kyrgyzstan’s experiences, tools, case studies and lessons learned to the project’s cross-country knowledge management and outreach. This includes supporting the preparation of transferable knowledge products, presenting relevant findings at biodiversity-related events and contributing to international dissemination. The Contractor will participate in annual

partner meetings and will organise and host one partner meeting in Kyrgyzstan, supporting exchange and learning across the SYMBIOTIC consortium.

2. Tasks to be performed by the Contractor

2.1. Term

The definitive term and service delivery period are set out in the contract award notification.

2.2. Objectives and indicators

The following Output indicators are from the overall SYMBIOTIC project and based on the results framework. The Contractor will be partially responsible for the achievement by performing the tasks and achieving the milestones outlined under 2.3.

Output 1: Awareness and Advocacy

- I.2. Number of project-supported media and communication formats (e.g. videos, TV and radio reports, documentaries, photo essays, exhibitions, social media content, social media campaigns, tip sheets, printed leaflets, toolkits, conference documentation) promoting biodiversity awareness made publicly available in partner countries by end of year 4.
Base value: 0
Target value: 10 (Year 4)
- I.3. Number of local, regional or national advocacy or multiplier structures (e.g. networks, associations, platforms, working groups) supported or co-developed under the project to promote biodiversity narratives and exchange by end of year 4.
Base value: 0
Target value: 20 (Year 4), at least 1 local, 1 regional and 2 national structures per partners country
- I.4. Number of youth (15 –30 years of age) capacitated to actively participate in a global network of young people for biodiversity by end of year 4.
Base value: 0
Target value: 200 (Year 4)
- I.6. Number of biodiversity champions featured on SYMBIOTIC website by the end of year 5
Base value: 0
Target value: 200 (Year 5)

Output 2: Education and citizen science

- II.1 Number of education and training formats on biodiversity communication (e.g. in-person trainings or workshop, e-learning through online courses or webinars, hands-on workshops including field trips) that are designed and piloted in a way that encourage equal and meaningful participation of women and men - and, where applicable, youth of all genders - with youth, educators or local communities by the end of the third quarter of year 3.
Base value: 0
Target value: 6 (Q3/Year3); At least 2 training formats per target group (youth, educators, local communities) developed and piloted

II.2 Number of individuals trained through the developed biodiversity dual awareness and learning programme by end of year 4.

Base value: 0

Target value: 950 (of which at least 475 female) (Q4/Year 4)

II.3 Number of individuals trained in participatory learning or data collection for citizen science by the end of the project.

Base value: 0

Target value: 360 (of which at least 180 female) (Q4/Year 4)

II.4 Percentage of participants of biodiversity learning formats or training modules for different target groups (e.g. educators, professionals, youth, civil society) who rate formats or trainings “good” or “very good” by the end of the second quarter of year 5

Base value: 0

Target value: 80% (Q2/Year 5)

Output 3: Policies and Private Sector Engagement for Biodiversity

III.2 Number of biodiversity-related planning support products (e.g. sectoral planning guidelines, screening tools, subnational biodiversity planning templates) developed and shared with institutions or stakeholders outside the environmental sector to support the integration of biodiversity into their planning processes environmental sector by the end of the second quarter of year 5.

Base value: 0

Target value: 25 (6 in Ethiopia, 6 in Kenya, 4 in Madagascar, 3 in Kyrgyzstan, 6 in Indonesia) Q2/Year 5)

III.4 Number of distinct stakeholder groups (e.g. line ministries, finance and planning authorities, subnational governments, private companies, financial institutions, civil society organisations, academia) that have participated in at least one project-supported dialogue by the end of the second quarter of year 2.

Base value: 0

Target value: 8 (Q2/ Year 2)

Output 4: Knowledge, Learning, Scaling and Outreach

Output indicators:

IV.1 Number of transferable knowledge products (e.g. synthesis reports, case studies / best practise guidelines, toolkits or policy briefs) derived from project implementation and published on CABES and/or partner websites and actively disseminated to international audiences and that document gender-differentiated roles and impacts, highlight women’s leadership and contributions, and provide concrete guidance on how to support equal participation and benefits for women and men in biodiversity conservation by the end of the second quarter of year 5.

Base value: 0

Target value: 10 (Q2/ Year 5)

VI.2 Number of international or regional biodiversity-focused platforms, networks or events (e.g. CBD-related conferences and side events, regional biodiversity conferences, CABES or AU/ASEAN biodiversity platforms) where SYMBIOTIC knowledge products are actively presented or featured by the end of year 5.

Base value: 0

Target value: 15 (Q4/ Year 5)

VI.3: Number of non-environmental platforms or networks where knowledge products or messages are presented or disseminated by the end of the second quarter of year 5.

Base value: 0

Target value: 15 (Q2/ Year 5)

Further indicators: Contribution to standard indicator:

SI 4 – Capacity people	Number of people directly supported by IKI projects through networking and training to address climate change or to conserve biodiversity
	Target value (Number of people): 4.100

The Contractor is responsible for the following work packages and indicators, and for achieving the corresponding milestones.

2.3. Tasks including work packages and milestones

Work package 1: Biodiversity Communication, Awareness Raising and Outreach

- Produce biodiversity related stories for outreach: As part of the SYMBIOTIC project's cross-country communication and outreach efforts, the Contractor for Kyrgyzstan will be responsible for producing biodiversity-related media content that raises awareness and amplifies key project messages throughout the project's duration. The aim is to significantly broaden the visibility and impact of biodiversity narratives across Kyrgyzstan.
- Support the promotion of biodiversity champions: The Contractor will also support the identification and promotion of biodiversity champions for the SYMBIOTIC website - individuals who demonstrate tangible engagement in biodiversity conservation, show exceptional personal initiative beyond routine practice, and act as multipliers by inspiring others, sharing knowledge, or mobilising action, with a particular focus on women and youth (15–30 years). Once selected, these champions will be profiled and linked to project learning opportunities and networks, enabling them to strengthen their role as visible advocates for biodiversity-positive practices within their communities and sectors. Biodiversity champions can apply for micro-granting to support their work on the ground.
- Conduct youth conference in Kyrgyzstan: Together with an international youth organisation, the Contractor will jointly organise an international youth media conference in Kyrgyzstan. The conference will bring together youth, including girls and young women, as well as students, schoolchildren, young journalists, media trainees, junior rangers, members of environmental clubs, and marginalised and underrepresented groups. While local youth will be at the core of the event, participation of international participants will also be promoted to foster cross-country exchange and create valuable networking opportunities.
- Develop and implement a comprehensive project communication and change strategy: The Contractor shall develop and implement a strategy which outlining approaches to disseminate findings, raise awareness, and promote the adoption of biodiversity-friendly practices among policymakers, private sector as well as local actors, and other stakeholders. It will include concrete recommendations for integrating biodiversity considerations into existing policy frameworks and business operations for advancing institutional and behavioural change. Through a series of workshops with private sector representatives, findings will be presented to raise awareness based on the developed communication and change strategy.
- Present findings at biodiversity relevant events: As part of the project's dissemination and policy outreach activities, the Contractor shall present the key findings and policy-relevant results of the SYMBIOTIC project at least 2 international biodiversity conferences, such as the Conference of the Parties to the Convention on Biological Diversity (CBD COP). NABU will support participation in these events, including the organisation of events on site where applicable. The Contractor is responsible for covering travel and

related participation costs in accordance with the provisions of this ToR. This activity aims to enhance the visibility of project outcomes and contribute to global biodiversity policy discussions by communicating SYMBIOTIC's evidence and lessons learned to international policymakers, experts, and stakeholders, with particular relevance to the implementation of the Kunming-Montreal Global Biodiversity Framework.

- Attend the project partners meeting and hosting of one project partners meeting: The Contractor shall actively participate in annual project partner meetings aimed at fostering cross-country exchange, mutual learning, and effective coordination with international partners. These meetings will be held once per year in each of the four partner countries outside Kyrgyzstan, with the location rotating annually. Participation shall include preparation for and contribution to discussions on the alignment of communication strategies and implementation of project activities across countries. In addition, the Contractor will be responsible for organising and hosting one of the annual partner meetings in Kyrgyzstan. All costs related to the organisation and hosting of this meeting will be covered by NABU.

Work Package 2: Biodiversity Capacity Building and Citizen Science

- Develop and test a comprehensive face-to-face biodiversity training course to be used for developing e-learning courses: The Contractor will develop a training course targeting staff of protected areas and train them on sustainable Protected Area management. All materials must be adapted to the local context, ensuring that the content is up to date and appropriately replaces outdated materials still in circulation from earlier periods, including Soviet-era resources. To validate and refine the developed courses, the Contractor will facilitate two workshops in which the module will be piloted with a group of 30 participants. Feedback from these sessions will be used to improve usability, relevance, and learning outcomes. Working in close collaboration with other project partners - who will provide their technical expertise - the Contractor will support the transformation of these training materials into modern, accessible, and interactive digital educational resources, which will be integrated into an e-learning portal, with translation into Russian and Kyrgyz.
- Develop a digital learning platform: The Contractor shall design, conceptualise, and implement a digital learning platform, including the development and integration of e-learning modules. The platform shall build on existing e-learning concepts and portals (e.g. CABES) and be adapted into a dedicated solution tailored to the national context of Kyrgyzstan.
- . The preferred option is to establish the platform as a nationally hosted solution under the responsibility of the relevant Ministry of Natural Resources, Ecology and Technical Supervision (MNRETS), which has expressed support for this approach and offered a contribution through the development of content and the review of educational materials, particularly on protected areas. Should this option prove technically, institutionally, or financially unsustainable, integration into an existing platform will be pursued as an alternative. The final decision on the platform model will be taken during project implementation in close coordination with relevant national and international stakeholders. In addition, the Contractor will organise and conduct a roundtable event to present the newly developed digital platform to all stakeholders and facilitate its further use. It will also demonstrate the successful transfer of training content from face-to-face formats into the SYMBIOTIC e-learning-environment.
- Develop, pilot and disseminate a new Education for Sustainable Development (ESD) module on protected areas management in Kyrgyzstan: The teaching material for schools and universities should be developed by the Contractor in collaboration with relevant educational institutes (such as the Teachers Training Institute (RTTI)) and relevant universities as well as professionals. ESD equips learners with the knowledge, skills, and values needed to make informed decisions and take responsible actions that promote environmental integrity, economic resilience, and social equity. Throughout its development, the Contractor will collect and synthesise information that will also contribute to shaping future national guidelines on the "Management of Protected Areas in Kyrgyzstan." The module will undergo field testing in selected pilot schools to ensure its relevance, usability, and effectiveness for both teachers and students. Based on feedback from these pilots, the Contractor will finalise the module. To facilitate widespread uptake, the

Contractor will oversee the production and distribution of printed manuals, reaching approximately 300 teachers and 2,500 students.

- Conduct training of trainers in ESD module and set up database of trainers: The dissemination of the new ESD will be accompanied by ToT activities conducted by the Contractor, ensuring that educators are adequately prepared to deliver the new content. In addition, the Contractor will establish and maintain a national ESD trainers' database-a central registry of teachers trained under the project. This database will be continuously updated as new trainers will be certified, enabling systematic tracking of capacity development and supporting long-term sustainability and scale-up of ESD within the Kyrgyz education system.
- Develop and test a birdwatching-based eco-trail concept for environmental education and citizen science: The Contractor shall develop an eco-trail which is conceived as an integrated framework for biodiversity monitoring and environmental education, with birdwatching functioning as a core thematic and operational component. The Contractor will conduct systematic identification and documentation of bird species present in a national park, using standardised field observation methods appropriate for educational and monitoring purposes. Based on these findings, the Contractor will develop the content and design of an interpretive signboard presenting key bird species, their habitats, and observation tips, including a reference to the eBird application to promote participatory, digital biodiversity monitoring. The Contractor will organise and facilitate consultation meetings with park staff to align the birdwatching approach with park management objectives and visitor use. In addition, the Contractor will design and deliver guided birdwatching activities and practical trainings for ESD trainers, enabling them to acquire species identification skills, interpretive techniques, and methodological knowledge to independently conduct eco-trail-based educational activities in the future.

Work Package 3: Assessment and promotion of biodiversity-inclusive economic planning and policy development in Kyrgyzstan

- Design and implement a targeted capacity-development programme to strengthen multidisciplinary expert groups in the integration of natural and true cost accounting: The Contractor shall design and implement a capacity development programme, including the development of a tailored training curriculum that equips participants with the knowledge and practical tools to assess environmental impacts, incorporate ecosystem values into decision-making, and apply true cost accounting approaches within their respective sectors.
To ensure sustainable uptake, the Contractor shall conduct two Training-of-Trainers (ToT) sessions, enabling selected experts to independently deliver and further disseminate the programme across relevant institutions.
- Assessment on major economic priorities and strategies influencing biodiversity: The Contractor shall conduct an assessment on economic priorities and strategies influencing biodiversity. This includes an examination of sectors and practices with direct relevance to biodiversity, such as yak breeding. The assessment will be informed by stakeholder workshops, targeted consultations, a legal analysis and extensive desk research. The legal analysis examines the legislative framework governing economic development, biodiversity, and natural resource management and is based on interviews with relevant government bodies to understand institutional perspectives, clarify mandates, and identify policy gaps or inconsistencies. To ensure that the findings reflect on-the-ground realities, the Contractor will undertake field visits to selected regions. These visits will serve to validate the legal and economic analysis, capture the priorities and concerns of the local population, and ensure that future recommendations are grounded in community needs and socio-economic conditions. The aim of the assessment is to identify areas where current economic priorities may conflict with - or offer opportunities to support - biodiversity conservation and sustainable use of resources.
- Draft policy amendments or legislation to support the incorporation of biodiversity goals: Drawing on a legislative analysis, policy review results, field-validated insights and the results of relevant working groups, the Contractor will prepare a refined set of recommendations for improving the current legal framework. This will include a practical roadmap outlining priority reforms, implementation steps, and responsible stakeholders. The roadmap will support the alignment of economic development policies

with biodiversity objectives and contribute to long-term institutional strengthening. A workshop will be held to present key findings, recommendations and lessons learned to stakeholders from the national government.

- Undertake a policy review of national strategies and programmes on livestock breeding, with a specific focus on yak breeding: The Contractor shall identify gaps, inconsistencies, and opportunities for integrating biodiversity considerations into national strategies. Findings from the review shall inform the development of policy briefs with recommendations for mainstreaming biodiversity, as well as the participatory formulation of policy strategies to facilitate the uptake of biodiversity-friendly practices across sectors.

Where relevant, the Contractor will also provide support to integrate these recommendations into legislation or into biodiversity management plans for different business sectors.

Work Package 4: Promote sustainable pasture management for yaks

- Develop guidelines for district-level managers to improve pasture management strategies, aligning with government priorities on yak breeding and biodiversity conservation: The Contractor will prepare practical guidelines for district managers, embedding biodiversity-friendly approaches into pasture planning and addressing key landscape-scale challenges, such as the transboundary mobility of yak herds across watersheds. The guidelines will include a standardised GIS-based methodology to identify and map areas suitable for yak breeding. The development of the guidelines will be done in a participatory manner engaging national authorities as well as yak farmers. To ensure consistent and credible implementation, the guidelines will form the basis of standardised and replicable frameworks, enabling the development of certifiable criteria and a biodiversity-friendly business tool for yak wool production.
- Develop biodiversity-friendly pasture management plans: At the district level, the Contractor will work in close collaboration with relevant government authorities – particularly the District Agricultural Development Administration (RUAR KR) – to develop pasture management plans that incorporate sustainable yak breeding and biodiversity conservation. The standardised GIS-based methodology to map suitable yak breeding areas will be applied to produce suitability map as an evidence base for designing the pasture management plans. These plans will be tailored to the needs of farmers and livestock breeders and will directly translate national livestock strategies into actionable district-level instruments.
- Conduct capacity training on biodiversity friendly pasture management plans: To ensure effective rollout, the Contractor will deliver targeted training and technical support for district managers and government specialists. Given that many of these strategies represent new approaches, capacity-building activities will include both technical training and financial or logistical support for implementation. This includes the provision of transport to facilitate on-site support for local actors – a requirement identified to ensure timely, coordinated, and efficient implementation.
- Facilitate implementation of biodiversity-friendly pasture management plans: Local-level pasture management plans will be developed by the Contractor with active participation of herder communities and local authorities. Targeted technical support will be provided to guide their practical implementation. Because the effective rollout of these plans requires regular on-site facilitation, follow-up, and coordination among stakeholders, dedicated transport resources have been allocated to ensure that technical teams can reach remote pasture areas in a timely and reliable manner. This logistical support is essential for maintaining continuity in advisory services, promptly addressing implementation challenges, and ensuring that the plans are executed efficiently and according to agreed standards.
- Set up effective monitoring and reporting system: The Contractor will establish a mechanism to monitor the implementation of the pasture management plans. Currently, the plans are drawn up at local level, but there is no oversight of their implementation. A monitoring system will be developed together with the management plans and become operational once the plans have been finalized to ensure required baseline information is collected.

Work Package 5: Sustainable Yak Value Chain and Certification

- Conduct a value chain analysis of yak products - including wool, meat, and milk - through a nationwide market study and direct engagement with yak herders, cooperatives and buyers: The Contractor shall identify market opportunities, bottlenecks, and leverage points for strengthening sustainable yak-based livelihoods while enhancing biodiversity benefits along the value chain. The analysis shall further assess the readiness, enabling conditions, and key requirements for the development of a biodiversity-friendly yak wool certification scheme, including demand potential, stakeholder capacities, and verification mechanisms. The analysis will generate practical recommendations and outline possible pathways for developing a certification scheme with herders, cooperatives, and buyers, aimed at improving market access and incomes while contributing to the conservation of fragile high-mountain pastures. At the same time, it will clarify whether the necessary conditions for establishing such a certification scheme are sufficiently met. Should this be the case, the findings will provide a foundation for developing the guidelines for such a scheme; if not, alternative strategies to enhance value chain sustainability and biodiversity outcomes will be proposed.
- Conduct an economic analysis of biodiversity-friendly value chains including yak wool in Kyrgyzstan: This includes identifying ecological costs, socio-economic benefits, market opportunities, and constraints across key value chains that have the potential to contribute to biodiversity conservation. The analysis will generate evidence to support biodiversity valuation, inform the design of biodiversity-related fiscal instruments and policy mechanisms, and strengthen the financial sustainability of cooperatives and local economies. By integrating ecological externalities into economic planning, the Contractor will help enhance evidence-based, biodiversity-inclusive decision-making at national and local levels.

Milestone for work package 1: Biodiversity Communication, Awareness Raising and Outreach	Delivery period	Deliverables
Media content produced	January 2028 and October 2030	Communication midterm and final report
30 biodiversity champions identified and engaged as well as presented on the SYMBIOTIC website	October 2030	Final narrative report
Youth conference in Kyrgyzstan organised	September 2029	Conference report
Communication and change strategy developed and presented in 2 different regions through awareness raising campaigns	March 2028	Communication and change strategy report
Project results presented at two international level at biodiversity related events such as CBD CoP or IUCN World Conference	November 2030	Conference agenda and report
Milestones for work package 2: Biodiversity Capacity Building and Citizen Science		
1 comprehensive face-to-face training course for staff of protected areas developed	May 2028	Training course material
1 comprehensive face-to-face-training tested during two workshops with at least 30 staff of the protected areas	June 2028	Training report, List of participants
Initial platform concept (including design, structure, texts) delivered	September 2028	Report on the platform concept
Face-to-face training for staff of the protected areas transferred to an e-learning course and available online	December 2028	E-learning course on platform
Platform launched (including setting up contracts with service providers, technical implementation, small launch event, e.g. short webinar to introduce the platform to potential users)	March 2029	Platform available online

Sustainability concept including agreements with ministry, long-term platform strategy delivered	March 2029	Sustainability concept
Staff trained in platform administration and use	March 2029	Training report, List of participants
Roundtable to present the developed e-learning course and platform for relevant stakeholders in the field of protected area management conducted	May 2029	The roundtable report and lists of participants
ESD module on protected areas management in Kyrgyzstan developed, tested and updated based on feedback from the participants	March 2027	ESD module
5 Trainings of Trainers on ESD conducted with at least 100 people trained in total	October, 2027	Trainings report, List of participants
ESD module integrated into curricula of at least 2 institutions (e.g. schools or universities)	April, 2028	Approved Curricula
ESD database established and complete with all trainers	January, 2030	Database of trainers available
Birdwatching-based eco-trail concept developed, including integration of the eBird application for bird monitoring and visitor engagement	December, 2026	Concept
Signs for eco-trail developed and installed highlighting key bird species found along the route and complemented with trail route instructions.	May, 2027	Informational signage
2 excursions with at least 30 participants including Protected Areas staff and ESD trainers to the eco-trail conducted	September, 2027	Excursions report, List of participants
Milestones for work package 3: Assessment and promotion of biodiversity-inclusive economic planning and policy development in Kyrgyzstan		
Capacity-development programme and tools for experts from the private sector on the integration of natural true cost accounting developed and report outlining the programme available	October 2028	Programme, Accounting Tools
2 ToT for at least 15 trainers conducted on the integration of natural true cost accounting to be able to build capacity of key actors from different sectors	December 2028	Trainings report, List of participants
Economic Gap Analysis - Assessment on main economic priorities and development strategies influencing biodiversity including yak breeding. Assessment also includes a strategy to address gaps.	December 2027	Report
Policy review of national strategies and programmes on livestock breeding, with a specific focus on yak breeding, developed	December 2026	Policy review
Policy mainstreaming recommendations for integrating analysis findings into existing strategies for yak breeding finalised	December 2027	Report
Policy amendments or legislation to support the incorporation of biodiversity finalised and submitted to national government for consideration	June 2030	Set of recommendation including a road map
Workshop completed presenting findings, recommendations and lessons learned from the policy amendments to at least 40 participants	October 2030	Trainings report, List of participants
Milestones for work package 4: Promote sustainable pasture management for yaks		
Guideline for district-level managers to improve pasture management strategies, aligning with government priorities on yak breeding and biodiversity conservation delivered	February 2028	Guideline

Biodiversity-friendly pasture management plans developed in a participatory manner for at least 5 districts, including maps of suitable yak breeding sites	June 2028	Methodology for identification of suitable yak breeding sites, 5 pasture management plans
Training on biodiversity-friendly pasture management plans conducted in 5 districts for 15 participants per district (total 75)	June 2028	Trainings report, List of participants
Pasture management plans implemented in 5 districts	October 2030	Final narrative report
Monitoring system for the implementation of the management plans in place and operational	October 2030	Monitoring system operational
Milestones for work package 5: Sustainable Yak Value Chain and Certification		
Value chain analysis of yak products conducted	June 2027	Report
Economic analysis of biodiversity-friendly value chains in Kyrgyzstan completed	December 2027	Report

2.4. Project and knowledge management requirements

Requirements on the assignment of experts:

The Contractor is responsible for the selection, preparation, coordination, oversight and performance management of all experts assigned under this contract.

This includes:

- Ensuring all experts possess the qualifications and thematic expertise required to implement the foreseen activities.
- Preparing experts on IKI safeguards, gender-responsive implementation, and context sensitivities in the country of assignment
- Guaranteeing experts' availability according to the operational plan and coordinating expert inputs with other implementing partners and NABU.
- Ensuring continuity of personnel; replacements require NABU approval and must match or exceed qualifications defined in Section 4.

Requirements on materials, equipment and operating costs:

The Contractor makes the required materials, equipment and consumables available and covers all operating and administrative costs.

Requirements on expenditure management and cost control:

The Contractor manages costs and expenditures, accounting processes and invoicing in line with ZUG/IKI and NABU requirements.

Monitoring and reporting requirements:

The Contractor is required to actively participate in results-based monitoring for all project outputs in alignment with:

- the Results Framework and Output indicators contained in the proposal
- NABU's internal monitoring system
- IKI reporting requirements

Monitoring responsibilities include:

- Progress of activities implemented and described in section 2.3
- Progress in achieving objectives, indicators and milestones listed in section 2.2 and 2.3 of this ToR and contributions to the project's output and outcome indicators as outlined in the results framework
- Results that have occurred in the Contractor's sphere of responsibility
- Risk management and safeguard implementation
- Safeguard implementation and reporting on incidents, grievances and mitigation measures

Reporting obligations:

- Quarterly technical reports and invoices, as well as financial overviews within four weeks after the end of each quarter based on reporting template provided by NABU.
- Reporting: Provision of technical support for the preparation of the project's final narrative and financial reports, including the consolidation of supporting documentation (e.g. itemised list of receipts). Safeguard-relevant incidents including grievances (compare 2.6)
- All reports must be provided in English.

Backstopping requirements:

The Contractor shall ensure appropriate backstopping. This includes, in particular: responsibility for its own staff; ensuring the flow of information between NABU and the project team; process-oriented technical and conceptual steering of the services; adaptation to changing framework conditions; performance monitoring and evaluation; administrative project management; compliance with reporting requirements; technical support to field staff; and the sharing of lessons learned with the project team. The associated services and ancillary personnel costs shall be included in the fee rates.

The Contractor must maintain permanent availability for communication with NABU and national partners to address implementation challenges.

2.5. Data protection, information security and use of Artificial Intelligence (AI)

The Contractor shall comply with all applicable data-protection and information-security laws and standards. If the Contractor is not subject to the EU General Data Protection Regulation (GDPR) and the applicable laws do not provide any explanation of the data protection principles and rights mentioned herein, the definitions and meanings provided by the GDPR – Regulation (EU) 2016/679 – shall be taken into account.

The performance of the assignment may involve the processing of personal data (e.g. names, contact details, participation information). For such processing, the Contractor shall act as an independent Data Controller and shall be solely responsible for compliance with all applicable data-protection obligations. Personal data shall be processed only where the intended purpose cannot reasonably be achieved without such data and strictly in accordance with the principles of lawfulness, data minimisation, purpose limitation, transparency, security, and accountability. NABU is not in any way responsible for such processing.

Unless explicitly required otherwise, all deliverables (including assessments, reports, and surveys) shall be provided strictly in anonymised or aggregated form. Special categories of personal data shall not be collected or processed unless absolutely necessary, legally permissible, and only in anonymised and aggregated form.

The assignment may involve access to confidential or sensitive information of partners or other information owners. The Contractor shall treat all such information as confidential, apply appropriate technical and organisational

protection measures, and disclose such information to third parties only on a strict need-to-know basis and in compliance with applicable law.

If the Contractor uses artificial intelligence or machine-learning tools (e.g. ChatGPT, Copilot, or similar systems), such use shall comply with applicable laws and contractual obligations, including data protection, confidentiality, information security, intellectual property, and relevant compliance frameworks (including the IKI Safeguards Policy and the IKI Independent Complaint Mechanism, where applicable). The Contractor remains fully responsible for all AI-generated outputs, shall ensure appropriate human oversight, and shall not input any personal data, confidential information, or project data into AI tools, nor use such data to train or transfer to AI systems.

2.6. Other requirements

Gender measures and gender equality

To promote gender equality and avoid unintended discriminatory impacts, the contractor shall ensure that all services are designed and delivered in a gender-sensitive and -responsive manner. This includes supporting the application of a gender-differentiated needs assessments for the design of curricula and digital learning platforms, promoting the participation of women in capacity building programmes and producing and reporting gender-disaggregated monitoring data for trainings, platform usage and capacity-development activities.

Compliance with Environmental and Social Safeguards

The Contractor shall implement all activities in compliance with the IKI Independent Complaint Mechanism Policy, the IKI Safeguards Policy, the IKI Safeguards, the Environmental and Social Risk Analysis and safeguards measures of the SYMBIOTIC project as well as in compliance with all applicable national laws and regulations in the country of implementation. In the delivery of services, the Contractor shall take appropriate measures to identify and avoid potential social or environmental risks and ensure that project activities do not cause harm to individuals or communities. Relevant safeguard requirements shall also be communicated to subcontractors involved in implementation. The Contractor shall maintain appropriate safeguards-related records and cooperate with the project lead in monitoring and reporting, including by providing information on safeguards risks, grievances or incidents.

The Contractor shall ensure that an effective Grievance Redress Mechanism (GRM) is available for the duration of the assignment, either through the establishment and operation of a project-level GRM or using the Grievance Redress Mechanism of NABU. In addition, project affected people need to be made aware of the IKI GRM.

Conflict and context sensitivity and human rights:

The Kyrgyzstan component of the SYMBIOTIC project operates in a context where livelihoods depend heavily on access to pastureland, making natural resource management a potential source of tension. By supporting the development of sustainable pasture management plans through participatory processes, the project must promote inclusive decision-making and equitable access to grazing resources. It ensures that the perspectives of marginalised groups, including small-scale herders and women, are considered, thereby strengthening social cohesion and reducing the risk of conflict. This approach needs to be grounded in human rights principles such as participation, non-discrimination, and accountability, while also strengthening the capacity of local institutions to manage disputes fairly.

3. Technical-methodological concept

In this section, the tenderer shall reflect on the terms of reference and present a clear and coherent technical-methodological concept demonstrating how it will deliver the services described in Section 2 and achieve the related objectives. The tenderer is expected to show its understanding of the ToR, the partner system, and the implementation context, and to outline an appropriate project management approach.

3.1. Interpretation of objectives (part of the assessment grid)

The tenderer shall demonstrate an understanding of the objectives under its responsibility by outlining the intended changes directly attributable to the object of the tender procedure. Simply repetition of objectives stated in section 2 is not desired. The tenderer must critically assess the ToR by evaluating the suitability of the proposed personnel concept, the results hypotheses for achieving the objectives and associated possible implementation risks, and the adequacy of the technical approach (part of the assessment grid).

3.2. Processes and Actors in the Partner System (part of the assessment grid)

Processes comprise the key actions and tasks required to deliver specific services within a sector or partner system and are implemented by designated actors in line with their mandates. These actors typically include relevant institutions (such as ministries, local authorities, NGOs, companies, universities or financial institutions) as well as, where relevant, individuals with decision-making authority.

The tenderer shall provide an overview of the key institutions and stakeholders relevant to the contracted services (e.g. ministries, training institutions, NGOs or private-sector actors), including their respective roles and relevance for implementation. The tenderer shall further describe how cooperation and coordination with these actors will be ensured and outline any anticipated challenges, dependencies or potential constraints (part of the assessment grid).

3.3. Strategy (part of the assessment grid)

The tenderer shall present a strategy for the delivery of the contracted services, including its approach to:

- achieving the milestones, objectives and results defined in Section 2 by outlining the strategic and operational approach to the assigned tasks and their implementation (part of the assessment grid);
- establishing and managing collaboration with the relevant actors and project partners referred to in Section 1 (part of the assessment grid);
- ensuring socially inclusive and gender-responsive implementation of all activities (part of the assessment grid); and
- promoting leverage effects, scaling-up and the sustainability of project results beyond the direct scope of implementation, including through knowledge management measures where relevant. This shall include approaches for both horizontal scaling-up (e.g. replication across contexts or target groups) and vertical scaling-up (e.g. institutional uptake and integration into policies or strategies), with particular attention to the dissemination and broader application of innovations and learning approaches developed under the project (part of the assessment grid).
- Considering environmental and social compatibility requirements (part of the assessment grid) with regards to:
 - **Gender equality:** The tenderer is required to outline in the tender how it can prevent negative impacts on gender equality in its area of responsibility and how it can contribute to improving gender equality through corresponding measures (see also relevant requirements in section 2.6).
 - **Environmental protection and climate action (climate change mitigation/adaptation)** The tenderer is required to outline in the tender how it can prevent negative impacts on the environment and the climate in its area of responsibility and, in addition, how it can contribute to improving the environmental and climate situation through corresponding measures (see also relevant requirements in section 2.6).
 - **Conflict and context sensitivity:** The tenderer is required to outline in the tender how it is planning its activities in the context of conflicts or violence and what specific measures it has adopted for conflict- and context sensitive implementation (see also relevant requirements in section 2.6).
 - **Human rights:** The tenderer is required to outline in the tender how it can prevent negative impacts on the human rights situation in its area of responsibility and how it can contribute to improving the human rights situation through corresponding measures (see also relevant requirements in section 2.6).

The tenderer shall take into account, and explicitly reference, the Environmental and Social Risk Analysis and safeguard measures of the SYMBIOTIC project and clearly describe how it will implement and monitor these measures, including the approach, methodologies, and strategies to be applied.

Requirement: "Gender equality"	3 points out of 10 (maximum)
Requirement: "Environmental protection and climate action"	3 points out of 10 (maximum)
Requirement: "Conflict and context sensitivity"	4 points out of 10 (maximum)

3.4. Project Management (part of assessment grid)

The tenderer shall describe how the assignment will be operationally implemented, including a work plan for the implementation of the strategy described in Section 3.3. The work plan shall indicate the assignment periods, expert days and locations of the individual experts, as well as the milestones defined in Section 2. The tenderer may propose additional milestones where relevant. The tenderer shall further describe the required work steps in a clear and chronological manner, including its approach to coordination and alignment with NABU and relevant implementing partners. In addition, the tenderer shall outline how progress, results, risks and relevant safeguards-related information will be monitored, documented and reported.

3.5. Backstopping (part of assessment grid)

The tenderer shall describe the internal coordination and quality assurance arrangements for the delivery of the assignment, including the roles and responsibilities of key personnel involved in project management and technical oversight.

4. Personnel (part of assessment grid)

The tenderer shall propose experts for the positions described in this section, including the respective scope of tasks and qualification requirements, and submit corresponding CVs. Requirements regarding the format and content of the CVs are set out in Section 6. The qualifications specified below reflect the criteria for achieving the maximum score in the technical evaluation. Unless otherwise stated for specific qualifications, one year of professional experience shall be understood as a cumulative total of 12 expert months with at least 18 expert days per month.

4.1. Expert 1: Project Manager: Biodiversity and Natural Resources (part of the assessment grid)

This position is a **key expert**.

Tasks of Expert 1: Project Manager

The expert will be responsible for overall coordination and operational management of the project, including:

- Ensure day-to-day project management, including planning, coordination, implementation and monitoring of activities across all work packages
- Support effective delivery of project outputs related to biodiversity, natural resource management, pasture management and environmental awareness
- Coordinate implementation of activities across thematic areas (education, policy support, pasture management, value chains) ensuring coherence and alignment
- Organise and oversee logistics and implementation of trainings, workshops, stakeholder consultations and field activities
- Ensure timely preparation of technical and financial reports in line with donor requirements
- Support coordination and communication between project partners, government institutions, local stakeholders and international experts

- Facilitate multi-stakeholder engagement processes at national and local levels
- Support development and dissemination of project materials, including awareness and communication products
- Contribute to quality assurance of project outputs and ensure alignment with project indicators and milestones
- Ensure integration of cross-cutting aspects such as gender, youth engagement and inclusion
- Support adaptive management of the project based on monitoring results and feedback
- Maintain an overview of all project activities implemented in Kyrgyzstan and support NABU in ensuring their effective coordination, including activities implemented by international project partners and service providers
- Ensure structured communication, coordination and information exchange with international SYMBIOTIC project partners as well as national stakeholders to ensure alignment of activities and facilitate cross-country learning

Qualifications of expert 1: Project manager

Education/training (part of the assessment grid):	<ul style="list-style-type: none"> • University degree (master or equivalent) in social and environmental sciences, education for sustainable development, natural resource management, ecology, or a related field
Language (part of the assessment grid):	<ul style="list-style-type: none"> • Fluency in Kyrgyz, Russian and English
General professional experience (part of the assessment grid):	<ul style="list-style-type: none"> • At least 10 years of professional experience in Kyrgyzstan in biodiversity conservation, environmental education and natural resource management • Extensive experience working with government institutions, educational institutions, international organisations, NGOs and local communities
Specific professional experience (part of the assessment grid)	<p>Proven experience in project management and coordination, including:</p> <ul style="list-style-type: none"> • Planning, implementation, monitoring and reporting of donor-funded projects • Budget planning support and financial reporting • Organisation of project activities and logistics • Experience in projects related to biodiversity conservation, natural resource management and/or sustainable land use • Experience in organising and facilitating trainings, workshops and stakeholder engagement processes • Experience in development of project materials, methodologies and practical tools, including educational and training materials (e.g. ESD-related content) • Experience in conducting applied research and assessments (e.g. surveys, Knowledge, Attitude and Practice (KAP) studies, data collection and analysis) • Familiarity with environmental education, including development of ESD materials and training delivery, is considered an asset
Leadership/management experience (part of the assessment grid):	<ul style="list-style-type: none"> • At least 5 years of experience in project coordination or management roles • Experience in coordinating multidisciplinary teams and working across different thematic areas • Experience in managing operational aspects of projects, including timelines, deliverables and reporting
Other (part of the assessment grid):	<ul style="list-style-type: none"> • Strong understanding of linkages between biodiversity, land management, climate change and sustainable development • Experience in integrating gender, youth and inclusion aspects into education and capacity development processes • Strong facilitation, communication and training skills

	<ul style="list-style-type: none"> • Experience in working with international networks and platforms on biodiversity and education
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4.2. Expert 2: Biodiversity and Environmental Education Expert (part of the assessment grid)

This position is a key expert.

Tasks of expert 2

The expert will be responsible for the design, development and implementation of biodiversity-related education and capacity development activities, including:

- Contribute to development, piloting and finalisation of Education for Sustainable Development (ESD) modules on biodiversity, protected area management and sustainable natural resource use
- Design and adapt training materials and curricula for different target groups (educators, youth, local communities, protected area staff), ensuring alignment with national education systems
- Integrate biodiversity, ecosystem management, land use and climate change aspects into educational content
- Design and facilitate Training-of-Trainers (ToT) programmes and capacity building activities
- Support the institutionalisation of ESD modules through collaboration with national institutions (e.g. teacher training institutes, universities, ministries)
- Develop and implement participatory learning approaches, including citizen science methodologies and field-based education formats
- Facilitate multi-stakeholder engagement processes, including consultations with educators, government agencies, communities and NGOs
- Contribute to awareness raising and outreach activities, including development of communication materials
- Ensure integration of gender and youth perspectives in all educational and capacity development activities
- Contribute to monitoring and evaluation of training and learning outcomes

Qualifications of expert 2:

Education/training (part of the assessment grid):	<ul style="list-style-type: none"> • University degree (master or equivalent) in social and environmental sciences, education for sustainable development, natural resource management, ecology, or a related field
Language (part of the assessment grid):	<ul style="list-style-type: none"> • Fluency in Kyrgyz, Russian and English
General professional experience (part of the assessment grid):	<ul style="list-style-type: none"> • At least 10 years of professional experience in Kyrgyzstan in biodiversity conservation, environmental education and natural resource management • Extensive experience working with government institutions, educational institutions, international organisations, NGOs and local communities
Specific professional experience (part of the assessment grid)	<ul style="list-style-type: none"> • Proven experience in development, piloting and institutionalisation of ESD education materials, including integration of educational materials into formal education curricula • Strong expertise in biodiversity conservation and sustainable land management • Demonstrated experience in designing and delivering capacity building programmes, including Training-of-Trainers (ToT)

	<ul style="list-style-type: none"> • Experience in participatory approaches and community-based learning, including citizen science and field-based education • Experience in developing awareness raising strategies and communication materials on environmental topics • Experience in facilitating multi-stakeholder processes involving education sector, government, civil society and communities
Leadership/management experience (part of the assessment grid):	Not applicable
Other (part of the assessment grid):	<ul style="list-style-type: none"> • Experience in integrating gender, youth and inclusion aspects into education and capacity development processes • Strong facilitation, communication and training skills

4.3. Expert 3: Assistant for Environmental Education and Eco-trail Development (part of the assessment grid)

This position is a key expert.

Tasks of Expert 3: Assistant for Environmental Education and Eco-trail Development

The expert will support implementation of environmental education, awareness raising and eco-trail development activities under the project, including:

- Support development, adaptation and formatting of environmental education and awareness materials for schools and visitors
- Assist in development and installation of eco-trail educational elements, including information boards, visual materials and visitor-oriented content
- Support organisation and implementation of trainings, workshops, outreach campaigns and educational events for youth, local communities and schools
- Assist in organisation of field visits, environmental monitoring activities and community consultations
- Participate in collection and systematisation of field data, observations and feedback related to eco-trail and educational activities
- Support preparation of narrative, analytical and descriptive reports related to project implementation
- Assist in communication and coordination with local stakeholders, municipalities, schools and partner institutions
- Support preparation of informational and visual materials for awareness raising and environmental education activities
- Contribute to organisation of educational and exhibition spaces, visitor centres and community outreach activities
- Provide logistical and administrative support for project implementation and field activities

Qualifications of expert 3: Assistant for Environmental Education and Eco-trail Development

Education/training (part of the assessment grid):	<ul style="list-style-type: none"> • University degree (bachelor or equivalent) in ecology, environmental sciences, natural resource management, or related field
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Language (part of the assessment grid):	<ul style="list-style-type: none"> • Fluency in Kyrgyz, Russian and good knowledge of English
General professional experience (part of the assessment grid):	<ul style="list-style-type: none"> • At least 3 years of experience supporting environmental, educational or community-based projects in Kyrgyzstan • Experience working with local communities, youth groups and educational activities • Experience in organisation and coordination of trainings, workshops, outreach events and field activities • Experience in collection and analysis of project-related information and preparation of reports
Specific professional experience (part of the assessment grid):	<ul style="list-style-type: none"> • Experience supporting eco-trail, environmental monitoring or biodiversity-related activities • Experience supporting development of informational, educational and awareness raising materials
Leadership/management experience (part of the assessment grid):	Not applicable
Other (part of the assessment grid):	Not applicable

4.4. Expert 4: Pasture Management and Livestock Expert (part of assessment grid)

This position is a **key expert**.

Tasks of Expert 4: Pasture Management and Livestock Expert

The expert will be responsible for the overall technical leadership and implementation of pasture management and livestock-related activities within the project, including:

- Lead the development, coordination and implementation of biodiversity-friendly pasture management plans at district and community level, ensuring alignment with national livestock development priorities and biodiversity conservation objectives
- Coordinate participatory planning processes with herder communities, local authorities and relevant institutions to ensure inclusive and practical pasture management solutions
- Oversee field-based implementation of pasture management interventions, including restoration measures, grazing management improvements and community-based monitoring systems
- Design and deliver capacity-building activities for district managers, pasture users and local stakeholders on sustainable pasture management, climate-resilient grazing systems and biodiversity-friendly livestock practices
- Lead the integration of sustainable yak breeding considerations into pasture management planning and support the development of practical tools and guidelines for implementation
- Organise and facilitate stakeholder consultations, working group meetings and field missions related to pasture management and livestock systems
- Contribute to the development of methodological frameworks for pasture planning and provide technical input to GIS-based suitability assessments in collaboration with technical specialists
- Support the development of training materials, manuals and guidance documents on sustainable pasture use and livestock management

- Ensure quality control of pasture management plans, field activities and related technical outputs
- Contribute to monitoring, evaluation and reporting of project results related to pasture management, livestock systems and biodiversity impacts
- Support cross-sectoral coordination between environmental, agricultural and local governance stakeholders to ensure coherent implementation of project activities

Qualifications of expert 4: Pasture Management and Livestock Expert

Education/training (part of the assessment grid):	<ul style="list-style-type: none"> • University degree (Master or equivalent) in biology, ecology, natural resource management, rangeland management, livestock science or a related field • Additional training in ecosystem restoration, sustainable land management, pasture management or climate change adaptation is considered an asset
Language (part of the assessment grid):	<ul style="list-style-type: none"> • Fluency in Kyrgyz and Russian • Good working knowledge of English
General professional experience (part of the assessment grid):	<ul style="list-style-type: none"> • At least 10 years of professional experience in Kyrgyzstan (or Central Asia) in pasture management, biodiversity conservation and/or natural resource management • Extensive experience working with government institutions, international organisations, NGOs and local communities • Proven experience in implementation of donor-funded projects, including coordination, reporting and stakeholder engagement
Specific professional experience (part of the assessment grid)	<ul style="list-style-type: none"> • Proven experience in development and implementation of pasture management plans and sustainable land management approaches • Strong expertise in pasture monitoring and assessment methodologies (e.g. carrying capacity assessment, vegetation monitoring, rangeland assessment tools) • Extensive experience in conducting field-based assessments, including vegetation analysis, biomass sampling, pasture productivity assessment and natural resource evaluations • Experience in participatory and community-based pasture management approaches, including engagement with pasture committees or local user groups • Demonstrated experience in designing and delivering capacity building programmes, including trainings and Training-of-Trainers (ToT) • Experience in development of technical guidelines, manuals or methodological tools related to pasture management, biodiversity conservation or sustainable land use • Experience in socio-economic assessments and integration of environmental considerations into rural development and livelihood systems • Experience in contributing to policy-related processes, including participation in working groups, preparation of technical inputs, policy briefs or recommendations • Experience in interdisciplinary collaboration, including integration of field data into planning and decision-making processes (e.g. use of GIS or data systems)
Leadership/management experience (part of the assessment grid):	Not applicable

Other (part of the assessment grid):	<ul style="list-style-type: none"> • Membership in relevant professional or expert networks is considered an asset
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4.5. Expert 5: Pasture and Environmental Management Expert (part of the assessment grid)

This position is a **key expert**.

Tasks of Expert 5: Pasture and Environmental Management Expert

The expert will be responsible for analytical, methodological and data-driven support to pasture management and livestock-related components of the project, including:

- Lead analysis of pasture ecosystems, land use dynamics and environmental conditions affecting livestock systems, using field data, remote sensing and environmental datasets
- Contribute to the assessment of pasture degradation, vegetation dynamics and ecosystem service changes across project sites
- Support the development of methodological frameworks for identifying suitable areas for sustainable yak breeding and pasture use, ensuring scientific and data coherence of the approach
- Provide analytical inputs for the development of district-level pasture management plans and contribute to evidence-based decision-making processes
- Conduct spatial and environmental data analysis in support of pasture planning, including interpretation of geospatial datasets and ecological indicators in collaboration with technical GIS specialists
- Contribute to the development and refinement of data collection methodologies for pasture monitoring, environmental assessment and livestock-related analysis
- Support the integration of environmental and socio-economic datasets into policy-relevant assessments and planning tools
- Contribute to the preparation of analytical inputs for policy briefs, technical reports and assessment documents related to livestock development and biodiversity
- Participate in interdisciplinary working groups on pasture management, land use planning and natural resource governance
- Support validation of field findings and spatial outputs through data triangulation and environmental interpretation
- Contribute to the development of knowledge products and methodological guidance based on project findings

Qualifications of expert 5: Pasture and Environmental Manager

Education/training (part of the assessment grid):	<ul style="list-style-type: none"> • University degree (master or equivalent) in environmental sciences, ecology, natural resource management, land use planning, geography, agricultural sciences or a related field
Language (part of the assessment grid):	<ul style="list-style-type: none"> • Fluency in Kyrgyz and Russian; • good working knowledge of English
General professional experience	<ul style="list-style-type: none"> • At least 10 years of professional experience in Kyrgyzstan or Central Asia in environmental management, pasture and rangeland systems, natural resource governance or related fields

(part of the assessment grid):	<ul style="list-style-type: none"> • Extensive experience working with government institutions, international development organisations, NGOs and research institutions in the field of land use, agriculture and environmental management
Specific professional experience (part of the assessment grid)	<ul style="list-style-type: none"> • Proven experience in spatial and environmental data analysis related to land use, pasture systems and ecosystem assessment, including the use of remote sensing and geospatial datasets • Strong experience in analysing pasture degradation processes, vegetation dynamics, land-use change and ecosystem service assessment • Experience in developing and applying methodological frameworks for environmental and pasture-related assessments and monitoring systems • Experience in supporting the development of planning tools, indicators and analytical frameworks for sustainable land and livestock management • Experience in contributing to policy-relevant assessments, technical reports and evidence-based recommendations in the field of natural resource management • Experience in interdisciplinary working groups combining environmental, agricultural and socio-economic analysis
Leadership/management experience (part of the assessment grid):	Not applicable
Other (part of the assessment grid):	<ul style="list-style-type: none"> • Experience in applied research, field data collection, environmental assessments and socio-ecological analysis • Familiarity with pasture systems, livestock-environment interactions and ecosystem-based land management approaches

4.6. Expert 6: Biodiversity, Pasture Management and Livelihoods Expert

This position is a **key expert**.

Tasks of Expert 6: Biodiversity, Pasture Management and Livelihoods

The expert will support implementation of Work Packages 3–5 with a focus on pasture management, livestock systems, policy analysis and value chain development, including:

- Support collection and analysis of field-level data related to pasture use, livestock systems (including yak breeding) and rural livelihoods
- Conduct field visits to project areas to gather qualitative and quantitative information for policy, economic and technical assessments
- Support development of pasture management plans through provision of field inputs, validation of local practices and participation in stakeholder consultations
- Assist in implementation and monitoring of biodiversity-friendly pasture management interventions at district and community level
- Contribute to GIS-based suitability analysis for sustainable yak breeding through provision and validation of field data
- Support socio-economic and institutional assessments related to livestock systems and value chains
- Contribute to value chain analysis of yak products (wool, meat, milk) through field data collection and stakeholder engagement
- Support organisation of field missions, stakeholder meetings and consultations with herders, local authorities and relevant institutions
- Assist in preparation of analytical inputs for policy briefs, technical reports and assessment documents

- Contribute to data collection and documentation for monitoring and evaluation of pasture management and livestock-related activities
- Support coordination between technical experts, field stakeholders and implementing partners at local level
- Assist in translation of field findings into structured inputs for policy, planning and economic analysis outputs
- Provide logistical and field-based support to trainings, workshops and capacity building activities under Work Package 4

Education/training (part of the assessment grid):	<ul style="list-style-type: none"> • University degree (bachelor or equivalent) in animal science, agronomy, ecology, natural resource management or related field
Language (part of the assessment grid):	<ul style="list-style-type: none"> • Fluency in Kyrgyz and Russian; good working knowledge of English
General professional experience (part of the assessment grid):	<ul style="list-style-type: none"> • At least 10 years of professional experience in Kyrgyzstan in biodiversity conservation, pasture management and/or livestock systems • Experience working with government institutions, international organisations, NGOs and rural communities
Specific professional experience (part of the assessment grid)	<ul style="list-style-type: none"> • Proven experience in pasture and rangeland management in Kyrgyzstan or Central Asia • Experience in livestock systems analysis, including yak breeding or mountain pastoralism • Experience in field-based data collection and rural socio-economic assessments • Experience supporting development of pasture management plans or natural resource management plans • Experience in stakeholder consultations with herders, local authorities and government institutions • Experience contributing to value chain studies or agricultural/livestock economic assessments • Experience in preparation of technical inputs for reports, assessments or policy documents • Familiarity with GIS-based outputs and spatial planning tools (user level support, not system development)
Leadership/management experience (part of the assessment grid):	<ul style="list-style-type: none"> • Not applicable
Other (part of the assessment grid):	<ul style="list-style-type: none"> • Not applicable

4.7. Expert 7: Outreach expert (part of the assessment grid)

This position is a key expert.

Tasks of expert 7: Outreach expert

The expert will be responsible for development and implementation of communication, awareness raising and outreach activities of the project, with a particular focus on biodiversity awareness, stakeholder engagement and public advocacy under Work Package 1, including:

- Develop and implement local communication and outreach strategy in line with project objectives and indicators
- Design and coordinate local awareness raising campaigns promoting biodiversity conservation, sustainable natural resource management and environmental stewardship
- Develop communication and media products, including news stories, social media content, videos, photo stories, interviews, campaign materials, toolkits, conference documentation and outreach materials
- Support production and dissemination of project-supported communication formats promoting biodiversity awareness at national and regional levels
- Coordinate communication and visibility activities related to trainings, workshops, conferences and public events
- Support identification, documentation and promotion of biodiversity champions, with a particular focus on youth and women
- Support organisation and communication outreach of youth engagement activities and biodiversity-related events
- Conduct field visits and collect success stories, case studies and human-interest stories from project regions
- Liaise with media representatives, project partners, experts, donors and stakeholders to support dissemination of project results
- Support preparation of communication-related monitoring information and reporting linked to project indicators

Qualifications of expert 7:

Education/training (part of the assessment grid):	<ul style="list-style-type: none"> • University degree (master or equivalent) in communications, journalism, public relations, media studies, social sciences or related field • Additional training in media production, digital communication, Social Media Marketing (SMM) or related areas is an asset
Language (part of the assessment grid):	<ul style="list-style-type: none"> • Fluency in Kyrgyz and Russian; good working knowledge of English
General professional experience (part of the assessment grid):	<ul style="list-style-type: none"> • At least 10 years of professional experience in communications, media production, public outreach and awareness raising in Kyrgyzstan • Proven experience working with development projects, NGOs, media organisations and international partners
Specific professional experience (part of the assessment grid)	<ul style="list-style-type: none"> • Proven experience in strategic communications and outreach for projects related to environment, biodiversity and sustainable development • Experience in development and dissemination of communication and awareness raising materials • Experience in communication support for conferences, roundtables, workshops, youth events and stakeholder engagement activities • Experience in production and promotion of public-facing content adapted for diverse audiences • Experience in visual storytelling, photography, video editing and social media management • Experience in liaison and coordination with media, experts, project partners and donors • Experience in conducting field visits and collecting communication materials from local communities and project sites

Leadership/management experience (part of the assessment grid):	Not applicable
Other (part of the assessment grid):	<ul style="list-style-type: none"> • Ability to translate technical and expert information into accessible public communication products • Familiarity with biodiversity conservation, natural resource management and climate-related topics is considered an asset

4.8. Soft skills of team members

In addition to the required technical qualifications, all team members are expected to demonstrate the following competencies:

- teamwork and collaboration skills;
- initiative and proactive working methods;
- strong communication skills;
- sociocultural and intercultural competence;
- efficient, partner- and client-oriented working methods; and
- interdisciplinary thinking.

These soft skills will not be separately evaluated as part of the technical assessment.

5. Costing requirements

Tenderers shall comply with the input specifications set out in these ToRs, including the number of experts, expert days and the budget indicated in the price schedule. These specifications form part of the competitive tender procedure and are intended to ensure the objective comparability of offers. Please note that only services commissioned by NABU and effectively delivered by the Contractor will be remunerated. NABU reserves the right not to utilise the full number of expert days foreseen in the tender.

5.1. Assignment of experts

The number of expert days corresponds to full working days.

Expert	Expert days in the country of assignment	Availability of expert outside country of assignment in expert days	Expert days in total	Number of international flights
Program manager	865	35	900	4
Biodiversity and Environmental Education Expert	865	35	900	4
Assistant for Environmental Education and Eco-trail Development	660	0	660	
Pasture Management and Livestock Expert	865	35	900	4
Pasture and Environmental Management Expert	865	35	900	3
Biodiversity, Pasture Management and Livelihoods expert	600	0	600	
Outreach expert	480	0	480	

5.2. National administrative staff

The contractor employs the following national administrative staff to ensure smooth implementation:

- Administrator to provide strategic leadership and overall supervision of the project throughout the entire duration of the project for approximately 288 working days, equivalent to a contribution of 25% per month.
- One finance manager throughout the entire duration of the project for approximately 231 working days, equivalent to a contribution of 20% per month.
- One accountant throughout the entire duration of the project for approximately 231 working days, equivalent to a contribution of 20% per month.
- One procurement officer throughout the entire duration of the project for approximately 173 working days, equivalent to a contribution of 15% per month.

5.3. Travel expenses requirements (international and national)

The amounts specified in the table below represent the maximum reimbursable amounts that may be included in the tender. Tenderers may propose lower unit rates where appropriate.

Tenderers shall not exceed the maximum amounts indicated.

International travels is required for two main purposes:

- Project partner meetings: Up to three experts should participate in the annual meetings, which will be hosted in each of the five Symbiotic partner countries. International flights will be necessary for meetings held in Ethiopia, Kenya, Madagascar, and Indonesia.
- International biodiversity conferences: Up to two project staff will attend two major biodiversity-related conferences (e.g. CBD COP) to present project results. The exact locations of these events are not yet known and will depend on where the conferences will take place.

Travel-related costs shall be budgeted by the contractor in accordance with the following ceilings:

	International Travel		National travel	
Travel expenses item (experts as per chapter 4 ToR and National staff as per 5.2 ToR)	Quantity	Unit price up to in EUR	Quantity	Unit price up to
Total number of flights	15	1520	30	135
Transportation outside the country of assignment (trips)	15	64	NA	NA
Reimbursement is against evidence.				
Per-diem allowances	117	60	325	22
Accommodation allowances	95	100	325	54
Other International travel expenses (visa, airport shuttle, project-related travel expenses outside the place of business etc.)	15	116	NA	NA

Per-diem allowances are reimbursed as a lump sum up to the maximum amounts specified above and in line with the country-specific rates.

All travel activities must be agreed in advance with the project manager. Travel expenses must be kept as low as possible.

5.4. Materials and equipment

Budget for materials and equipment: EUR 46,000 (maximum amount)

The maximum budget above is earmarked for the procurement of the materials and equipment described in the list below (payment against evidence).

All procurement under this budget must comply with the applicable IKI procurement rules.

Materials and equipment to be procured by the contractor in the financial offer:

- Office equipment (printers, monitors, laptops, projectors, server hardware, projector etc) for implementation of the key Outputs 1 information boards for eco-trail
- 1 information board for eco-trail
- Equipment to implement sustainable pasture management plans (e.g. materials required for the construction of pasture infrastructure, such as watering points, fencing, bridges, and the repair of paths. etc)

5.5. Operating costs in the country of assignment

The contractor is required to specify a monthly lump sum to cover the operating costs for the implementation of the contract in the country of assignment. The lump sum must include all the costs involved in the proper running of vehicles.

Operating costs	Months
General Operating Expenses include the overall administrative and operational costs necessary to ensure the organisation's day-to-day functioning. This budget line includes office expenses, procurement of consumable supplies and software, utility and communication services (internet, telephony, electricity, heating, water supply), as well as other administrative payments such as taxes, banking services, subscriptions, unforeseen expenses and other indirect costs. Where applicable, expenses shared across multiple projects or activities are allocated on a prorata basis to ensure a fair and reasonable distribution of costs.	53
Local transport and vehicle operating costs incl. maintenance, fuel	53

5.6. Workshops, trainings, events, conference

The contractor in Kyrgyzstan should conduct workshops, trainings, events, and field trips to ensure that project outputs are developed collaboratively, tested in real conditions, and adapted to local needs. The contractor should run at least the following workshops, trainings, events and conference:

- Workshops (15) to: test and refine the e-learning course (2), build capacity on natural capital / true cost accounting among the private sector (2), develop participatory monitoring and reporting systems for pasture management (5), develop participatory pasture management guidelines (5), present project findings and lessons learned to relevant stakeholders (1)
- Trainings of trainers (at least 5) to build university staff capacity on the ESD Manual
- Eco-trail related events (3): Field trips to inspect an eco-trail site (1), test the birdwatching-based eco-trail concept (2), and test the eBird app along the eco-trail (3)

- Meetings and/or roundtables (4) to: conduct stakeholder interviews and focus group discussions to ensure participatory development of the communication and change strategy to improve legislation (2), introduce the project and secure stakeholder support (1), and present the e-learning platform to relevant stakeholders (1)
- Awareness-raising and policy events (3) to: highlight regulatory gaps in biodiversity conservation (2), and mainstream project results at national policy level (1)
- Conference (1) to organise an international youth media conference in Kyrgyzstan

Workshop, trainings, events and conference budget: EUR 46,000 (maximum)

The maximum budget above is earmarked for workshops, trainings, events and the conference and entered in the price schedule. The budget includes the following costs relating to the planning and running of workshops and trainings, events and conference.

The budget includes the following costs relating to the planning and running of workshops/study trips/training workshops:

- Room rental
- Technical systems
- Catering
- Workshop materials

The budget does not include the fees and travel expenses for the Contractor's experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and travel expenses (see sections 5.1 and 5.4 above).

5.7. Other costs

The contracted party shall be responsible for the full and satisfactory implementation of all tasks outlined under this Terms of Reference. Where the contracted party does not possess the necessary technical expertise, human resources, or operational capacity within its own project team, or where the volume of work exceeds its reasonable execution capacity under the contract, it may engage qualified subcontracting organisations to support the delivery of specific tasks.

Any subcontracting arrangements must ensure that subcontracted entities meet the required standards of competence, professionalism, and integrity, and are bound by the same obligations regarding quality, timelines, and compliance as defined in this contract. The primary contractor shall remain fully accountable for the performance, coordination, and outputs of any subcontracted work and shall ensure effective oversight and quality assurance throughout the project implementation.

A maximum budget for Subcontracting: EUR 66 000 can be used for the following:

- Media Production and Digital Outreach Services: Produce videos and visual content and collaborate with digital creators to promote biodiversity champions and awareness campaigns.
- Micro-grants to biodiversity champions to implement activities on the ground
- IT Service for e-learning platform development: Develop, adapt, and maintain an e-learning platform, including technical setup, module integration, and long-term system updates in collaboration.
- Biodiversity module development: Design, develop, and pilot biodiversity learning modules for schools and universities, tailored methodologically to target groups.
- Translation services: Translate educational materials from Russian into Kyrgyz, ensuring linguistic accuracy and consistent terminology.
- Design services: Provide layout and graphic design for print-ready educational, communication, policy, and technical materials.

- Printing of materials: Print educational modules, outreach materials (e.g. posters), and policy/technical documents for distribution and awareness-raising.
- Teacher's training: Deliver methodological training for teachers on developed ESD and provide coaching support for effective implementation of learning modules.
- GIS services: Conduct spatial analysis and mapping for eco-trail planning and identify suitable areas for yak breeding.
- Capacity development training: Design and deliver training on natural capital accounting with a training-of-trainers component for private sector.
- Value chain consultancy: Perform market and value chain analysis of yak products and produce an economic analysis report based on research and stakeholder consultations.

The fixed, unalterable budget above contains all costs associated to the provision of the following services, including fees, travel expenses and others.

6. Requirements on the format of the tender

The structure of the tender must correspond with the structure of the ToRs and should be written in English.

The technical-methodological concept of the tender (section 3 of the ToRs) should not exceed 25 pages (not including the cover page, list of abbreviations, table of contents, brief introduction).

Additional annexes not requested and external content (e.g. links to websites) will not be assessed.

The CVs of the experts proposed in accordance with section 4 of the ToRs must be in the EU format and not more than four pages in length. The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how long they worked during which period in the specified references.

The references contained in the CVs must therefore include the following information:

- Name of the company/organisation/reference project in which the expert worked
- Position held and task(s) performed by the expert in the company/organisation/reference project
- Work outcomes or products produced by the expert, or expert's contribution to the
- Completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project
- Per calendar year in full-time expert days, weeks or months (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in section 4 were fulfilled (for example, period, number of persons for whom the expert had disciplinary responsibility, project budget) (if relevant)

In order to facilitate the assessment, we request the tenderer to number the references sequentially and provide only references that are clearly related to the object of this tender.

7. List of Abbreviations

AI	Artificial Intelligence
ASEAN	Association of Southeast Asian Nations
AU	African Union
CABES	Capacity Development for Biodiversity and Ecosystem Services Experts
CBO	Community-Based Organisation
CBD	Convention on Biological Diversity
CMS	Content Management System
CSO	Civil Society Organisation
CV	Curriculum Vitae
ESD	Education for Sustainable Development
IKI	International Climate Initiative
GDPR	General Data Protection Regulation
GGGI	Global Green Growth Institute
GRM	Grievance Redress Mechanism
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
KAP	Knowledge, Attitude and Practice
KBA	Key Biodiversity Area
LMS	Learning Management System
NABU	Nature and Biodiversity Conservation Union
NGO	Non-Governmental Organisation
NBSAP	National Biodiversity Strategies and Action Plans
RTTI	Teachers Training Institute
RUAR	District Agricultural Development Administration
SMM	Social Media Marketing
SYMBIOTIC	SYstemic learning and Mainstreaming of BIOdiversity Targets for Innovative transformation and behavioural Change

ToR	Terms of Reference
ToT	Training of Trainers
ZUG	Zukunft – Umwelt – Gesellschaft (ZUG) gGmbH

8. Additional Documents

- Results framework
- Project governance structure
- Assessment grid for the technical evaluation of tenders
- Financial offer template
- Self-Declaration of eligibility template
- SYMBIOTIC environmental and social risk analysis and safeguards measures