

1. UNDERSTANDING OF THE REQUIREMENTS

1. Our understanding of the context and vision and ambition for the LEAF TA Programme

The Lowering Emissions by Accelerating Forest Finance (LEAF) Coalition was launched in April 2021, with the aim to mobilise at least \$1.5 billion in finance to support eligible forest countries and states (“jurisdictions”) in making substantial reductions in their emissions from deforestation. The LEAF Coalition will execute emissions reductions payment agreements (ERPAs) with forest jurisdictions for the acquisition of high integrity emission reduction credits from Reducing Emissions from Deforestation and Degradation (REDD+). These credits will be issued by the Architecture for REDD+ Transactions (ART) Programme based on conformance with The REDD+ Environmental Excellence Standard (TREES). Through the LEAF Coalition, jurisdictions will receive payments for validated and verified TREES credits. They must undergo a third-party validation and verification of their REDD+ Programme and results to ensure that they meet TREES. If a jurisdiction is unable to meet such requirements, they will not receive validated/verified TREES credits from ART, and thus will not receive financing from the LEAF Coalition.

The LEAF Coalition is accepting proposals from jurisdictions on a rolling basis. The proposals are intended to help the LEAF Coalition understand the degree of jurisdictional readiness to generate and transact TREES credits, hence identify any technical gaps that need to be addressed to meet the TREES requirements, and issue and transact the credits. The proposal submission process is coordinated by Emergent Climate Finance (“Emergent”) and is independent from ART Programme.

The vision for the LEAF Technical Assistance Programme (hereinafter “the Programme”) is to facilitate the LEAF Coalition to broker the first deals. The Programme will systematically engage with selected jurisdictions to determine their specific challenges and the types of support they require. We will then deliver bespoke technical assistance (TA) programmes to support jurisdictions to:

- **Meet the requirements of the independent ART/TREES**, including quantification, monitoring and reporting of emissions and removals; implementation of social and environmental safeguards; and compliance with the verification and verification process.
- **Navigate LEAF’s ERPA process**, including in selecting transaction pathways, gaining approval from national government (when relevant), and negotiating and signing ERPAs.
- **Build long-term technical expertise and skills**, ensuring that there is lasting impact.

The Programme will deploy high quality TA projects at pace to support jurisdictions to meet TREES, execute ERPAs and receive results-based payments from the LEAF Coalition. We further envision curating a Jurisdictional REDD+ Library with tools, templates, training materials that could be standardised to facilitate efficient and effective TA delivery across jurisdictions and a lasting legacy.

To deliver on this vision, we have built a partnership that marries Ricardo’s rich experience leading international TA programmes with the unparalleled expertise in Jurisdictional REDD+ of Winrock and Climate Law & Policy (CLP) and a deep pool of national and international experts and organisations, including Ludovino Lopes Advogados, that are committed to rapid deployment as required.

2. Our understanding of the constraints faced by intended beneficiaries of the LEAF TA

Based on our partnership’s experience working with forest governments and through coordination with Emergent, ART/TREES and other REDD+ TA providers, we have a deep understanding of the constraints that jurisdictions face in meeting the ART/TREES requirements and navigating LEAF process for signing ERPAs. Common constraints faced by partner jurisdictions include the following:

- Limited understanding of TREES requirements around environmental and social safeguards and the verification process, and insufficient institutional and technical capacity to meet them.
- Insufficient consultations to ensure overall technical integrity of the submitted documents to LEAF and ART, as well as buy-in from key national and sub-national level stakeholders, including Indigenous People and Local Communities (IPLCs).
- Lack of benefit sharing arrangements to IPLCs and effective grievance redress mechanisms.
- Insufficient legal knowledge and skills to understand, negotiate, and sign ERPAs and limited understanding about LEAF transaction pathways.

Our partnership and pool of experts have the full suite of expertise required address these gaps and ensure that skills are embedded within forest governments. We bring leading expertise on REDD+ Strategies, Nationally Determined Contributions (NDCs), carbon accounting, social and environmental safeguards, Safeguards Information System (SIS), grievance redress mechanisms, benefits sharing plans, stakeholder consultations (including with IPLCs), REDD+ investment plans, and structuring of ERPAs. Ricardo is a global provider of TA on NDCs, carbon accounting, and carbon markets, including via the World Bank's Partnership for Market Implementation. Winrock and CLP have nearly two decades of experience in jurisdictional REDD+. They played a pivotal role in providing TA to Guyana for developing their Jurisdictional REDD+ Programme, the first to issue emission reductions by ART. Winrock served under the Technical Advisory Panel for the Forest Carbon Partnership Facility (FCPF) and its staff helped develop TREES 2.0. CLP pioneered policy guidance and approaches to implementing safeguards for REDD+ and served as lead contributor to the development of the safeguard requirements of TREES. Our external international expert, Ludovino Lopes Advogados has a strong track record providing legal/contractual support pertaining to jurisdictional REDD+ and ERPAs, including as a member of the FCPF Technical Advisory Panel.

3. Our awareness of the sensitivities, risks and challenges of delivering the programme

We are acutely aware of the sensitivities, risks and challenges, including the following:

- **Risk of inadequate jurisdictional buy-in.** Given that we seek to offer rapid assessment and delivery of TA, early and thorough engagement with key government stakeholders will be required to help them understand the value of and engage with the Programme.
- **Sensitivities around a participatory approach to shaping TA programmes.** Most jurisdictions have prepared and submitted 'plans for conformance' to ART and Emergent, but these plans have been prepared with a limited understanding of TREES requirements and limited engagement of in-country stakeholders. This TA programme will need to navigate sensitivities of beneficiaries to help them understand the specific TREES requirements they must meet, and the gaps they can address with the support of this Programme.
- **Risk of local elite capture (of benefits, representation and decision-making).** The Programme will need to navigate sensitivities of beneficiaries to encourage them to engage local stakeholders (in particular, IPLCs), with a view of ensuring TA country programmes duly recognise and address the views and needs of all stakeholders and deliver social safeguards and benefit sharing arrangements that comply with LEAF's requirements.
- **Sensitivities around managing expectations for TA delivery.** Many jurisdictions face important technical challenges, some of which may be beyond what the Programme can address. This Programme will need to ensure jurisdictions understand the scope of the TA that can be provided, as well as any budgetary constraints.

Collectively, Ricardo, Winrock and CLP have delivered projects in all of the partner countries. We understand the political economy in each jurisdiction and the critical importance of securing buy-in and adopting a participatory approach to identification of TA needs and delivery of TA programmes.

4. Our knowledge of the relevant stakeholders and how they may best be engaged.

Stakeholders that are central to the successful delivery of this Programme include the jurisdictional governments, BEIS, relevant UK Embassies and Emergent. We will engage each of these stakeholders in alignment with the ways of working set out in the ITT. We propose two additional ways of working with Emergent. First, Emergent has been in direct contact with the jurisdictional governments as part of the review of their LEAF proposals. We propose that Emergent helps facilitate introductions to counterparts during the inception period. Second, the draft 'plans for conformance' submitted to Emergent in the review process of LEAF proposals, as well as the technical gaps identified by Emergent's technical assessment panel, can and should be utilised as key inputs for the identification of forest country governments' TA needs.

To ensure this Programme complements and does not duplicate other TA activities, our partnership will engage with other relevant programmes during each country engagement. We will draw on our existing working relationship with the FCPF, UN-REDD Programme, Governors' Climate and Forests Task Force, Green Climate Fund, Forest Declaration Platform, and Climate and Land Use Alliance to ensure the Programme complements and builds synergies across REDD+ TA programmes.

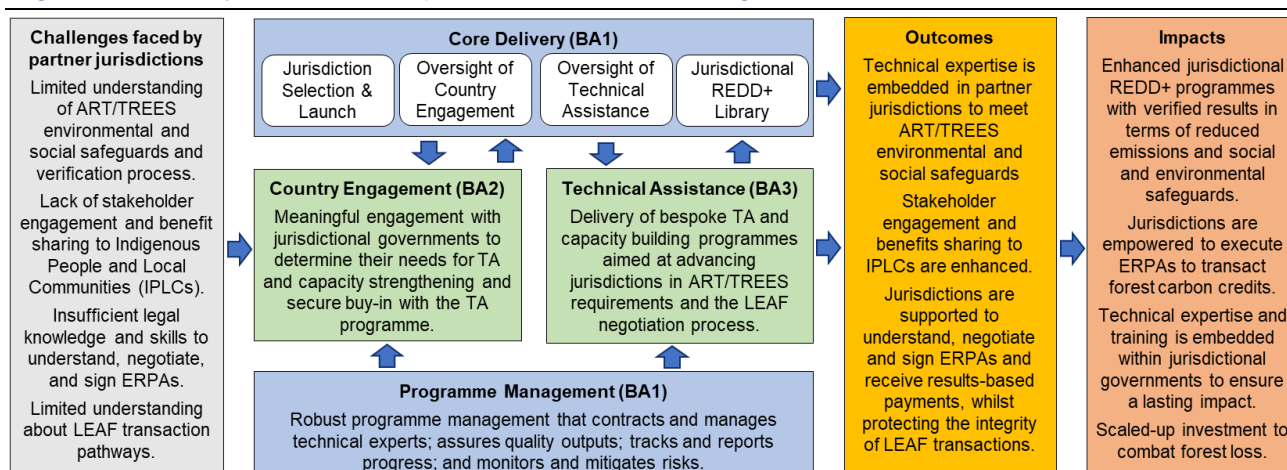
1. DELIVERY METHODOLOGY AND APPROACH

The objective of the LEAF TA Programme (hereinafter “the Programme”) is to support jurisdictions to meet ART/TREES requirements, enabling them to secure validated/verified TREES credits from ART, structure and sign ERPAs, and receive results-based finance from the LEAF Coalition.

A schematic of the project’s delivery model and objectives is presented in Figure 1. The left box summarises common challenges faced by partner jurisdictions. The Programme will systematically engage with selected jurisdictions to determine their specific challenges and the types of support they require. We will then deliver bespoke TA programmes aimed at advancing jurisdictions in meeting ART/TREES requirements and the LEAF negotiation process and embedding technical skills to ensure a lasting impact. Given the nature of the challenges, we expect the TA provided to relate to five thematic areas: carbon accounting, safeguards, policy, finance and legal/contractual. Our partnership brings leading expertise in each of these areas.

This section will detail our approaches to Core Delivery (Budget Area (BA) 1), Country Engagement (BA2), Technical Assistance (BA3), and Programme Management (BA1). Our partnership – Ricardo, Winrock and Climate Law & Policy – will be jointly responsible for Core Delivery. For BA2 and BA3, we will build sub-project teams composed of international experts (including a mix of partnership staff and externals) and in-country experts and organisations (externals). Ricardo will hold overall programme management responsibility.

Figure 1. Delivery model and objectives of LEAF TA Programme



1.1 CORE DELIVERY APPROACH (BA1)

Our approach to Core Delivery of the Programme will be based on constant coordination with BEIS, Emergent, ART and other LEAF partners. As detailed above, Core Delivery will include four phases.

1.1.1 Phase 1: Jurisdictional Selection & Programme Launch

Phase 1 will commence with the three-month inception period at the start of the contract.¹ The first step will be to prioritise, in collaboration with BEIS, up to 12 jurisdictions for deeper engagement. It will be important to select these jurisdictions prior to deeper engagement to avoid raising expectations of support among non-prioritised ones.² During the kick-off meeting, we will present to BEIS a proposed set of criteria and methodology for evaluating the 23 jurisdictions and selecting those that best fulfil the Programme’s objectives. Box 1 presents preliminary criteria for BEIS consideration. Once agreed, our Technical Leads will hold initial calls with ART, Emergent and other LEAF partners to gather intelligence on each jurisdiction’s performance against the criteria.

¹ The inception period will also include elements of contract mobilisation, which are discussed in Section 1.4 on Programme Management.

² In principle, we are able to work in all of the 23 jurisdictions listed in the ITT. However, we will not be able to operate in those in which the UK Foreign, Commonwealth and Development Office (FCDO) advises against all travel.

Box 1. Preliminary selection criteria for prioritising jurisdictions

1. Jurisdictions that have signed Letters of Intent and ERPA signature is expected in 2023-2024.
2. Jurisdictions that are scheduled to undergo ART's validation and verification in 2023-2024.
3. Jurisdictions that have requested TA support to Emergent and/or the LEAF Coalition.
4. Jurisdictions that are not receiving relevant TA support from the UN-REDD Programme.

Our findings will be summarised in a simple dashboard format, alongside our proposed 5-12 priority jurisdictions for BEIS approval. Figure 2 provides an example of the type of indicators that the dashboard will track. The indicators along the top are based on the LEAF proposal templates through which jurisdictions reported their readiness to meet ART/TREES requirements. For jurisdictions to receive validated/verified TREES credits, and ultimately finance from the LEAF Coalition, they will need to have a green rating against all the indicators. To ensure alignment with BEIS' objectives, the indicators will be refined to unpack more specific technical requirements of ART/TREES and additional ones related to negotiating and signing Letters of Intent, ERPA's, LEAF transactions, etc. These indicators will be finalised in agreement with BEIS. We anticipate that the different packages of TA delivered in BA3 will be geared towards advancing jurisdictions to a green rating against one or more of the final indicators. Therefore, beyond informing country selection, the dashboard will also help track progress of each jurisdiction and measure the success of TA.

Figure 2. Illustrative example of dashboard indicators of LEAF jurisdictions REDD+ progress

	National REDD+ Strategy	National Forest Monitoring System (NFMS)	Safeguard Information System (SIS)	Safeguard Summary of Information
Brazil	Green	Green	Red	Green
Burkina Faso	Red	Red	Red	Red
Costa Rica	Green	Green	Red	Green
DRC	Green	Green	Red	Green
Ecuador	Green	Green	Red	Green
Ghana	Green	Green	Red	Green
Guyana	Green	Green	Green	Green
Kenya	Red	Red	Red	Red
Mexico	Green	Green	Red	Green
Nepal	Red	Red	Red	Red
Nigeria	Red	Red	Red	Red
PNG	Green	Green	Red	Green
Uganda	Green	Green	Red	Green
Vietnam	Red	Red	Red	Green
Zambia	Green	Green	Red	Green

After BEIS has approved the priority jurisdictions, we will send formal letters inviting them to engage with the Programme and to participate in online launch webinars. Emergent has been in direct contact with the jurisdictional governments as part of the review of their LEAF proposals. They, along with the relevant UK Embassies, will be our first port of call in each country to facilitate introductions to government counterparts and other key stakeholders.

We plan to hold three launch webinars, each at a different time, catering to audiences/jurisdictions from the Americas, Africa, and Asia. These launch webinars will be held before the end of the Inception Period. During the webinars, we will introduce the Programme, provide an overview of the support available, and explain the process that we will employ to identify TA and capacity building needs and prepare bespoke TA programmes. The launch webinars will enable us to identify primary in-country focal points and stakeholders and secure the initial buy-in of priority jurisdictions.

At the conclusion of the inception period, we will hold an Inception Meeting with BEIS to present our Programme Management Plan. This plan will present an updated approach for the delivery of the

Programme, including a detailed workplan; an approach and budget for Country Engagement; and process for selecting Country Engagement and TA sub-project delivery teams.

Outputs of Phase 1: List of selected jurisdictions; dashboard to monitor jurisdictional progress; letters and launch webinars for initial engagement with jurisdictions; Programme Management Plan.

1.1.2 Phase 2: Oversight of Country Engagement

The second phase of our Core Delivery approach will be the oversight of Country Engagement. The objective of deeper engagement with the selected countries/jurisdictions will be to identify their specific TA needs, prepare bespoke TA programmes, identify key stakeholders and appropriate TA providers. Our preliminary approach to Country Engagement is detailed in Section 1.2.

Engagement in each jurisdiction will be structured as a discrete 'sub-project'. Our Core Delivery Team will develop detailed terms of reference (ToR) and assemble teams to deliver the sub-projects. The teams will all be led by internal 'Sub-project Managers', potentially with some support from national experts. Delivering Country Engagement primarily through partnership staff will allow us to mobilise the sub-projects more quickly, leaving more time for delivery of TA.

To guide the Country Engagement sub-projects and ensure that the outputs meet the needs of the Programme, our Technical Leads will design standard methods, tools and templates during the inception period. These will include the following:

- **REDD+ TA Questionnaire**, which will serve as a tool to identify the TA needs of each prioritised LEAF jurisdiction robustly and efficiently.
- **Jurisdictional TA Programme Report template**, which will structure the outputs of the Country Engagement sub-projects to ensure that they include all necessary information for shaping TA sub-projects under BA3.

These tools and templates are detailed further in Section 1.2.

During delivery of the Country Engagement sub-projects, the Sub-project Managers will hold regular check-ins with the Core Delivery Team, reporting on progress, successes, challenges and risks. This information will be reported upwards, allowing us to begin planning for the TA delivery.

We aim to initiate the Country Engagement within 2 months of the project start (overlapping with the inception period) and continue it until the Programme resources for providing dedicated and targeted TA support are fully allocated. Our Core Delivery Team will continue to hold quarterly coordination meetings with Emergent to exchange intel on country progress at a Programme level.

Outputs of Phase 2: Tools and methods for Country Engagement; templates for Jurisdictional TA Programme Reports; ToRs for Country Engagement sub-projects; Country Engagement teams built and contracted, and delivery of sub-projects monitored; continual engagement with Emergent.

1.1.3 Phase 3: Oversight of Technical Assistance Delivery

The third phase of our Core Delivery approach will be the oversight of bespoke packages of TA in selected jurisdictions. Our approach to TA is detailed further in Section 1.3. As with Country Engagement, each piece of TA will be structured as a discrete 'sub-project'. These sub-projects will emerge through two different channels:

1. **Urgent TA needs identified through engagement with BEIS, Emergent or other LEAF partners.** In the cases where urgent TA needs are identified, we will seek formal approval from BEIS to fast-track its provision. If approved, we will develop ToRs for delivery of the urgent TA required and seek sign off from the jurisdictional government.
2. **Formal Country Engagement process.** The starting point for TA sub-projects that emerge from our formal Country Engagement process will be the Jurisdictional TA Programme Reports described in further detail in Section 1.2.2. Based on these reports, the Country Engagement & TA Coordinator will prepare detailed ToRs for the delivery of TA sub-projects.

Regardless of the channel, a delivery team will be built for each sub-project. Our objective will be to build sub-project teams that pair global and national experts in a strategic manner to enhance local jurisdictional technical expertise and ensure a lasting impact beyond the scope of this Programme.

National experts will provide cultural adjustments and local context to the bespoke approaches. The sub-project teams will work directly with country focal points and counterparts, delivering requested support and assistance, training of trainers, and fostering local ownership and empowerment over the process.

The final process for selecting the TA delivery teams will be confirmed with BEIS in the inception period. We propose the following steps to build sub-project teams, which ensure the 4Es (of Economy, Efficiency, Effectiveness and Equity):

1. A **Sub-project Manager** with the requisite expertise to oversee the TA sub-project delivery will be appointed. Generally, these managers will be sourced from within the partnership, enabling us to directly ensure quality and efficient TA delivery. The Sub-project Manager will hold responsibility for assembling the sub-project team, developing the sub-project approach, workplan and budget and overseeing delivery. When assembling the team, they will work closely with the Technical Leads and Country Engagement & TA Coordinator in the Core Delivery Team. In some cases, our Technical Leads may fulfil the Sub-project Manager role.
2. **International experts** will be assigned to **Quality Assurance (QA) Manager** and **technical roles** in the sub-project team, depending on size of sub-project and the expertise required. We anticipate these international experts will often be appointed from the Pool of International Experts within the partnership, but we may also sub-contract alternative international experts from outside this pool depending on the circumstance (e.g., where a specific skillset is required that is not available within the partnership, where governments request specific experts to provide TA, etc.). Our partnership has a combined network of over 40 international REDD+ experts across multiple time-zones. Experts are experienced (average experience level is 15+ years), multilingual (over 10 languages) and deployable as needed. Where we sub-contract external international experts, we will follow the process detailed in Box 2.
3. External **national experts or organisations** will also be assigned to technical roles in the sub-project team as required (except in rare cases, such as urgent projects with a short turnaround time). These will primarily be drawn from our existing Roster of National Experts, which currently has over 100 experts and covers all jurisdictions and relevant technical areas. We will continue to add to this roster throughout the Programme. To hire these external national experts, we will follow the process detailed in Box 2.

For each sub-project, the Country Engagement & TA coordinator will record the team selection process and case for award of each contract.

Box 2. Preliminary approach for the selection of external experts/organisations

1. **Definition of the role to be filled or task to be delivered within the sub-project.** For roles/tasks that will be filled/delivered externally, the Sub-project Manager will draft a specification of requirements (technical expertise, languages, locality, etc.) based on the sub-project ToR.
2. **Identification of suitable experts:** The Sub-project Manager, in coordination with the Country Engagement & TA Coordinator, will then match these requirements with experts from our Roster of National Experts, for whom we have a database of CVs, fee rates, confirmation of interest, etc. Where relevant, we may also identify other appropriate suppliers, known through our local and international networks (e.g. local companies, international lawyers' networks).
3. **Approach to suitable experts:** Our partnership will share the ToR with experts and/or organisations identified as suited for the assignment. They will have around one week to submit the following information (the response period may vary depending on the complexity and urgency of the assignment):
 - Availability and interest in the assignment, and confirmation that they do not have any conflict of interest (Col);
 - Confirmation of required expertise and provision of an updated CV (if needed);
 - Financial proposal based on the assigned tasks, excluding travel cost (if any);

- Additional information related to the technical criteria, such as a proposed methodology and/or approach to the assignment (if requested by the ToR).

4. Selection of experts: The Sub-project Manager will evaluate each candidate's technical competency and any additional information, if required. They will then select the most suitable candidate taking into account value for money (VfM), and record the justification for award. In this process, they may also draw on the support of the Technical Leads or Country Engagement & TA Coordinator. Due diligence will be undertaken before subcontracting the experts.

If the process at step 3 above yields only one expert, the Sub-contract Manager will award the assignment to that expert (or the organisation proposing the expert) upon satisfactory assessment of the information submitted and positive outcome of due diligence checks.

The above approach will simplify and expedite the delivery of TA by reducing the administrative burden associated with lengthy open procurement processes. Drawing on our partnership's unique expertise in REDD+ and vetted Roster of National Experts, we will quickly deploy sub-project teams to deliver short-term TA projects at pace, while maintaining dedicated oversight from the Core Delivery Team to ensure rigorous methodologies and procedures are employed.

We are confident that we will be able to identify the suitable expertise in our partnership, Roster of National Experts and existing networks. However, in the rare case where no suitable experts are identified for a given task, we will reach out to wider networks through partners and other LEAF stakeholders and repeat the process above. We may also proactively identify suitable experts via other channels, such as social media and international or local recruitment agencies.

Outputs of Phase 3: Identification and delivery of BEIS' approved urgent TA needs; ToR for TA sub-projects; TA teams built and contracted; and delivery of sub-projects monitored.

1.1.4 Phase 4: Jurisdictional REDD+ Library

In the delivery of the Programme, we will develop tools, templates, training curricula and other materials that could be standardised to facilitate efficient and effective TA delivery across jurisdictions. Already our partnership has tried and tested methodologies and capacity building materials (e.g., design of SIS, design of grievance redress mechanisms, standard operating procedures for forest carbon monitoring, calculation tools for accounting emissions and emission reductions, etc.) that can be tailored to individual jurisdictions needs to ensure the high quality, efficient and effective delivery of TA and capacity building. New templates and capacity building materials related to jurisdictional REDD+ ERPAs, LEAF transaction pathways, etc., are likely to be developed, tested and refined through delivery of TA sub-projects (under BA3).

To expand the reach of the Programme and deliver a lasting legacy, our partnership proposes to share materials that support governments to comply with TREES via a Jurisdictional REDD+ Library. Our partnership has already reached out to Emergent and the ART Secretariat, both of which concurred that the ART website would be an appropriate location for the library. We therefore have not allocated budget to website design, only for the curation of the library materials. ART would confirm that the materials are appropriate for guiding jurisdictions in complying with TREES.

Outputs of Phase 4: An online library that compiles jurisdictional REDD+ templates and associated capacity building materials for TA delivery.

1.2 COUNTRY ENGAGEMENT (BA2)

A detailed approach for Country Engagement (BA2) will be finalised during the inception period in collaboration with BEIS. This section outlines an initial proposed approach for engagement with selected jurisdictions, which includes two phases.

1.2.1 Phase 1: Assessments of selected jurisdiction's TA needs

The Country Engagement sub-project teams will conduct an in-depth assessment of the TA needs of each of the selected jurisdictions. The REDD+ TA Questionnaire, delivered by the Core Delivery Team under BA1, will guide the assessment. Box 3 outlines the scope of this tool.

Box 3. Scope of REDD+ TA Questionnaire

The REDD+ TA Questionnaire will be structured in relation to the five key TA areas, which will encompass all TREES requirements, and any additional requirements set out by the LEAF Coalition. The five TA areas considered are: 1) Carbon accounting, 2) Safeguards, 3) Policy, 4) Finance, and 5) Legal/Contractual.

Under each of these areas, the questionnaire will have a dedicated questions to guide:

1. The identification of specific TA needs, in relation to:
 - Specific TREES and LEAF requirements;
 - Structural (e.g. policies, systems, etc.), organisational (e.g. institutional capacities) and/or operational (e.g. standard operation procedures) issues.
2. Prioritisation of the identified TA needs (scoring of 1-3), taking into consideration timelines required for TA delivery, and associate timelines for ERPA signature.
3. Identification of TA activities requested by the jurisdiction and how these relate to their TA needs.
4. Identification of priority areas that need to be reassessed with the respective jurisdiction (every six months) in order to respond to evolving demands and needs.

Applying the REDD+ TA Questionnaire, the Country Engagement teams will first conduct a desk review of key documentation, including:

- Documents submitted to ART/TREES (e.g. TREES Concept, TREES Registration Documents, TREES Monitoring Reports, plans for conformance, etc.);
- Documents submitted to Emergent (e.g. LEAF proposal and annexes, workplans, etc.);
- Signed Letters of Intent or Memorandums of Understanding, and any additional information that sets out applicable requirements and timelines.

Most jurisdictions have prepared and submitted 'plans for conformance' with ART to Emergent in the review process of LEAF proposals. These plans, as well as the technical gaps identified by Emergent's TA panel, will be used as key inputs for the identification of jurisdictional TA needs.

Next, targeted meetings will be held with key stakeholders in-country – including UK Embassies, government counterparts, and other REDD+ TA providers – to fill any gaps in the questionnaire regarding TA needs. Where possible, these meetings will be conducted remotely, but travel for jurisdictional engagement may be conducted if necessary and justified.

Lastly, a webinar will be held to discuss the findings and gather feedback and additional inputs from the jurisdiction. The sub-project team will then finalise the REDD+ TA Questionnaire, incorporating the feedback. The findings will be reported upwards to the Core Delivery Team to update the Dashboard of LEAF Jurisdictions REDD+ Progress.

Output of Phase 1: Completed REDD+ TA Questionnaire for each priority jurisdiction to inform Jurisdictional TA Programme Reports.

1.2.2 Phase 2: Bespoke Jurisdictional TA Programmes

Drawing on the findings from the completed the REDD+ TA Questionnaire, each Country Engagement sub-project team will prepare a detailed Jurisdictional TA Programme Report, which will identify the specific areas in which TA is needed to meet TREES and LEAF requirements and propose a bespoke TA programme to address such needs. The Jurisdictional TA Programme Reports will use the standard template developed by the Technical Leads.

The bespoke TA programmes will be developed in close coordination – preferably remotely – with BEIS, Embassies, and other key stakeholders (e.g., Emergent). To ensure this Programme complements and does not duplicate efforts of existing jurisdictional REDD+ Programmes and initiatives in the targeted geographies, the Country Engagement teams will coordinate with the UN-

REDD Programme, the Governors' Climate & Forests Task Force (GCFTF), and relevant staff from the Forest Carbon Partnership Facility's Carbon Fund (FCPF CF). The aim will be to inform the design of the bespoke TA programmes that build upon existing TA efforts and take stock of relevant available outputs from other initiatives.

The Jurisdictional TA Programme Report will detail the following:

- The specific TA and capacity building needs of the jurisdiction.
- A proposed programme of TA sub-projects to address those needs.
- Existing jurisdictional REDD+ TA initiatives in the jurisdiction and how the proposed activities are complementary.
- The stakeholders that must be involved/consulted in the delivery of the TA sub-projects.
- The expertise and other requirements necessary to deliver each TA sub-project.
- The estimated budget and proposed timelines for delivery.

Prior to submitting the Jurisdictional TA Programme Reports, the Country Engagement team will secure sign off from the government, ensuring their buy-in with the proposed projects.

Output of Phase 2: Completed Jurisdictional TA Programme Reports to feed into ToRs for BA3.

1.3 TECHNICAL ASSISTANCE (BA3)

The delivery of TA will be demand-led and tailored to meet the specific objectives identified in Jurisdictional TA Programme Reports and the ToRs prepared by the Country Engagement and Core Delivery teams. Although the specific TA delivered in each jurisdiction will vary in response to demand, we have a deep understanding of the challenges faced by LEAF partner jurisdictions and hence likely types of TA that will be required. We expect TA sub-projects in five major thematic areas, and have built our partnership, Pool of International Experts and Roster of National Experts to cover all of them. The five areas are described below.

1.3.1 Carbon accounting

Jurisdictions have made advances in carbon accounting and have all submitted their forest reference emission level (FREL) / forest reference level (FRL) to the United Nations Framework Convention on Climate Change (UNFCCC). However, TREES requirements go beyond those of the Warsaw Framework for REDD+ (WFR), for example by requesting the inclusion of forest degradation emissions and estimation of uncertainty using the Monte Carlo approach. Both of these elements represent critical gaps for jurisdictions to comply with TREES, and to generate ART-verified credits to transact with LEAF. Winrock and Ricardo are global leaders in provision of TA on carbon accounting and development of operational Measurement, Reporting, and Verification (MRV) systems and bring the skills necessary to lead these TA sub-projects.

1.3.2 Safeguards

Jurisdictional governments often have limited understanding of the social safeguard requirements of TREES and insufficient capacity and technical expertise to meet them. Most jurisdictions have inadequate platforms for stakeholder engagement (in particular, for indigenous people and local communities (IPLCs)). Most lack safeguards information systems, operational or accessible grievance and redress mechanisms, and benefit sharing to IPLCs. Many face challenges of local elite capture of benefits, representation and decision making. We expect significant demand for TA sub-projects focused on safeguards, and areas in which CLP is a global leader.

1.3.3 Policy

Many of the partner jurisdictions have developed National REDD+ Strategies, but some are still lacking one. To receive finance from the LEAF Coalition, jurisdictions will need to go beyond developing a REDD+ strategy to implement the policies and systems necessary to alter socio-economic development trajectories and business-as-usual practices that lead to deforestation and

forest degradation. CLP and Winrock are global leaders on REDD+ policies, and bring the expertise required to deliver TA in this area where necessary.

1.3.4 Finance

Supply jurisdictions may need support developing internal capacity to better understand the carbon market financing streams (for example, the different LEAF transaction pathways), estimating the financial feasibility of certain REDD+ activities, engaging with the financial intermediary, and ultimately developing business plans to effectively manage REDD+ costs and wisely invest REDD+ revenues. Winrock and Ricardo both have strong expertise in climate finance and carbon markets. We can support government to build the long-term knowledge and skills required to leverage finance from private sector sources by being able to participate in the global carbon market.

1.3.5 Legal/Contractual

REDD+ credits with LEAF will be transacted in business-like agreements defined by ERPAs, which are forward-looking contracts stipulating price, volumes, and other contingency terms to which payment and delivery of credits will be made (e.g. such as ART's cost of issuance of TREES credits). Jurisdictions often have insufficient legal knowledge and skills. We anticipate that jurisdictions will need support to draft and evaluate the terms of ERPAs as they negotiate with LEAF and build sufficient internal legal knowledge and skills to understand, negotiate, and sign ERPAs beyond the life of the Programme. Our external partner for BA3, Ludovino Lopes Advogados, has a strong track record on legal/contractual technical support pertaining jurisdictional REDD+, including jurisdictional ERPAs. Lawyers in our Roster of National Experts also have experience advising on ERPAs.

Output of BA3: Bespoke TA and capacity building programmes that advance jurisdictions in the LEAF process. Templates and capacity building materials for the Jurisdictional REDD+ Library.

1.4 PROGRAMME MANAGEMENT

Ricardo has a wealth of experience successfully leading large-scale, complex programmes with multiple delivery partners. We lead a variety of flagship programmes for BEIS, such Climate Services for a Net Zero World (CS-NOW) and the National Atmospheric Emission Inventory (NAEI) which we have delivered continuously for over 25 years. We understand how to optimise the advantages of a partnership and manage service providers to deliver high-quality outputs, minimise risks and flex with changing demands. Our core approach to project management is summarised in Figure 3.

Figure 3. Project Management Approach



1.4.1 Programme governance

Communication and working methods

Given the complexity of this Programme, we encourage a **partnership approach** where we work closely and collaboratively with BEIS, and we build and maintain engagement with various

stakeholders. Ricardo's nominated Programme Manager (PM) will be the dedicated point of contact for the BEIS PM. The PM will manage all communications during the contract execution, ensuring full oversight of both management and technical aspects.

To deliver maximum efficiency and efficacy, we will plan the following **meetings**:

- **Kick-off briefing** to discuss the inception period plans.
- **Inception meeting** to discuss the Programme Management plan.
- **Regular working-level delivery meetings** (weekly during inception, monthly afterwards) to update BEIS on progress and deliverables, including Key Performance Indicators (KPIs).
- **Quarterly review meetings** to assess Programme progress and discuss and agree upon any adaptive management necessary.
- **Coordination meetings** with Emergent and other LEAF partners where required.
- **Ad-hoc meetings** to discuss any pressing issue at hand.

We propose to hold the kick-off and inception meetings in person at BEIS' premises. We anticipate that all the other meetings will be virtual, unless otherwise requested by BEIS. The PM will schedule all the meetings, circulate an agenda, and share minutes and actions (as required).

Reporting

Our PM will provide the following reports to BEIS during the entire duration of the contract:

- **Monthly working-level reporting dashboard**: a very short update on progress, KPIs, key risks, and planning for the next month.
- **Quarterly financial and risk reporting**: a breakdown of spend including sub-projects, projected spend for the next quarter and the updated Programme risk register.

The reporting templates will be agreed with BEIS during the inception period.

The BEIS team will have sign-off responsibilities on stakeholder lists and engagement plans; the final timeline for sub-projects and reports/other delivery; activities for each sub-programme and Programme reports. We will be proactive in seeking early feedback on draft documents and be responsive to suggestions for improvements or adjustments to satisfy BEIS' requirements.

1.4.2 Contract management

The **Programme workplan**, including tasks descriptions and sequencing, and resource allocation, will be a key management tool. It will be finalised with BEIS in the inception period. Changes to the workplan will be made as required to meet the Programme needs. The PM will use the workplan in conjunction with our internal **resource and financial planners** to manage resources efficiently, reconcile time spent on the Programme against envisaged allocation and to continually monitor progress against tasks, deliverables and milestones, addressing any initial signs of slippage and pre-empting risks before they become issues. The PM will also maintain a **Programme risk register** and a **Programme issues and actions log** to record issues and actions taken to address them. **Internal progress reviews** will take place on a monthly basis between the Project Director (PD) and PM to assess progress, identify risks and issues, discuss solutions, and agree on actions. Each **sub-project** will have its own workplan outlining the activities, days allocation and timeline, and its own risk register, managed by the appointed Sub-project Manager. Our PM will work closely with the Sub-project Managers to keep the sub-projects delivery on track. Through **systematic customer engagement** the PM will ensure that our services and outputs fully meet BEIS' expectations.

Knowledge management and exit plan

We will follow our data protection policy for handling information for the entire duration of the contract, including commercially sensitive data. Ricardo is certified to ISO/IEC 27001:2013 for its information security management system. We also have a named Data Protection Adviser and Data Protection Officer. All data will be password protected and will be saved centrally on Ricardo's secure server that is backed up on a daily basis. We will use a dedicated cloud-based platform from Box.com that

offers safe, easy and secure sharing of work with partners, external stakeholders and BEIS. Systematic checks on compliance with GDPR will be conducted.

At the end of the contract all relevant programme data will be transferred to BEIS or destroyed, as per the **exit and disaster recovery plan** that we will agree with BEIS in the first six months of the contract. The plan will also describe our approach for a seamless handover of services to a new supplier in the event of re-procurement, including defining the management structure, the risk management process, details on knowledge and data transfer, summary of actions, and timescales.

1.4.3 Partner and subcontractor management

To formally commission work from the core partners and external suppliers, Ricardo will use subcontracts that mirror the terms and conditions of the lead contract with BEIS. The partners will do the same with their external suppliers. This will ensure consistent accountability for contractual delivery throughout the project team and will allow Ricardo to fulfil their obligations towards BEIS. We will conduct due diligence on all new suppliers (both organisations and individuals) before subcontracting them. Organisations will be required to provide proof that they have the necessary insurance or will take it out, prior to signing the subcontract. Detailed work package orders will specify the exact requirements and responsibilities of each external supplier, providing clarity of objectives and roles. The aim will be to minimise the potential for any confusion or misunderstanding, support speedy invoicing and enhance team working and efficient delivery. The Sub-project Managers will closely monitor work delivered by suppliers. Any performance issues that cannot be resolved swiftly will be escalated for discussion with the PM/PD and a remediation action/plan will be agreed.

1.4.4 Financial management

Ricardo has the appropriate tools to enable routine financial reporting, record keeping, publishing of accurate data, and providing evidence of this to BEIS as part of the transparency approach. Our PM will be supported by a team of dedicated project accountants and financial administrators who are trained in using our fully accountable and auditable project accounting system that tracks project expenditure and enable timely and accurate invoicing.

To financially manage this contract in an effective way, we will: i) apply robust fraud and error risk management systems that alert BEIS to any fiduciary risk or potential misuse of ODA or public funds more generally; ii) provide quarterly financial reporting against annual budgets; iii) provide bi-monthly financial forecasts in line with planned payment milestones and reporting.

Each sub-project will have its own budget and spending plan previously agreed with BEIS. These will be closely monitored by the Sub-project Manager who will provide monthly financial breakdowns to the PM. The PM will compile the financial data from sub-projects into the reports, will monitor Programme spend and will timely raise any financial risks with the BEIS PM.

Client invoicing will be bi-monthly and will follow the terms described in Section 2 of the Invitation to Tender (ITT). Externals and partners will be paid as per the same schedule, upon confirmation from BEIS and the jurisdictions that the work has been completed satisfactorily. Their invoices and supporting evidence will be checked and approved by the Sub-project Managers and the PM.

1.4.5 Gender Equality and Social Inclusion (GESI) mainstreaming

We will mainstream GESI aspects in all Programme activities, in line with the International Development (Gender Equality) Act 2014, by ensuring that we do no harm (minimum compliance), we work towards GESI Empowerment, and we are GESI transformative wherever possible. We will, therefore, consider the impact of an intervention on women and marginalised groups, while preparing work packages and delivering all activities/projects. Furthermore, we will ensure that the principles of the UK's Public Sector Equality Duty, including IPLCs, are applied to all decisions regarding personnel throughout the delivery of this Programme.

1.4.6 Performance Monitoring

The Programme performance will be measured using KPIs that will be agreed with BEIS before contract signature and may be amended throughout the execution of the Programme as needed.

Our PM will monitor the agreed KPIs on regular basis, as described in section 9 of the ITT, and will provide bi-monthly reports to BEIS at each invoicing period. Each TA sub-project will have its own specific objectives and results, defined in line with the Programme log-frame and overarching KPIs. The Sub-project Manager will closely monitor the progress of the sub-project's activities against the results and will provide monthly updates to the PM who will include them in the monthly dashboards.

1.4.7 Risk management

During the inception period we will conduct a risk assessment at Programme level, using a probability and impact scoring ranging from low (L) to medium (M) to high (H), and compile a full **Programme risk register** with mitigation actions and risk owners. New risks may be identified at later stages and further mitigation measures will be taken to minimise impact on the Programme. The PM will be responsible for updating the risk register every month, and discuss any major risk with the PD. Clear records will be kept to log barriers, solutions, progress, lessons, and opportunities. Some of the key risks are presented in Table 1. We anticipate that after implementing the mitigation measures proposed the residual risk will be low for all categories.

Table 1. Programme risk register

Risk	Prob ability	Impact	Mitigation measure(s)
Project Delivery			
Failure to address urgent TA needs	M	H	We will fast-track the delivery of TA in countries that have urgent need, by deploying resources mainly from our Pool of International Experts.
Disagreement on contents of work	L	M	We will adopt a collaborative and transparent approach with BEIS and jurisdictions. The Technical Leads/PD will oversee technical discussions until consensus is reached.
Little engagement from local key stakeholders	M	H	We will make effective use of the launch events and local experts to maintain strong relations with jurisdictions and other stakeholders at all stages.
Some delivery team members have a perceived or actual Col	L	L	Any Col will be mitigated by ensuring that the experts delivering the work have not been involved in the preparation of the ToRs. Before selecting external suppliers, we will check that they do not have any Col related to the activities they will be carrying out.
Under-performance of team members	L	M	The proposed team has the appropriate skills and experience to deliver the tasks assigned to them. Additional expertise will be carefully identified and recruited following a robust procurement process.
Outputs not meeting BEIS requirements	L	M	Strong QA measures will be followed to ensure high-quality of all outputs, as explained in Section 1.4.8.
Project Management			
Failure to keep to agreed timescales for the delivery of services/outputs	M	M	External resources will be quickly mobilised thanks to our wide Pool of International Experts and Roster of National Experts and efficient contracting systems. The PM/Sub-project Manager will monitor workplans and liaise with team members to ensure timely deliverable of inputs and outputs.
Non-availability of resources	L	M	Availability of nominated staff has been confirmed. Availability of externals will be confirmed before subcontracting. The PM will monitor team members' availability. We have nominated deputies for core team members and a large pool of additional experts, if needed.

Risk	Probability	Impact	Mitigation measure(s)
Issues with external suppliers	M	M	Due diligence will be carried out before subcontracting. The Sub-project Managers will be in close contact with externals, and escalate any unresolved issues to the PM.
Inaccurate or late invoicing	L	M	A dedicated Project Administrator has been appointed to support the PM with invoicing.

For each sub-project we will follow the same approach to identify, in close coordination with BEIS and local UK Embassies, the specific risks associated to the delivery of work. The Sub-project Manager will maintain the **sub-project risk register** in the structured template previously agreed, while the PM will have oversight of all project risk registers and will regularly discuss mitigation measures with the PD. A programme-level lessons learned register will also be maintained by the PM to facilitate this process and to identify opportunities for improvement across all projects.

1.4.8 Quality assurance

Quality management systems

Ricardo has an integrated ISO-certified management system covering quality, safety, health and environmental (QSHE) management across all operations (certified to ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018). The system is implemented through defined policies, processes and procedures and a dedicated QSHE Manager. Our ISO certifications are subject to internal and external audits and a detailed recertification every 3 years. These systems provide an overarching framework that guides the standard QA measures that we will apply for the execution of this Programme. In addition, we will define and implement a QA plan tailored for the activities of this Programme. Relevant QA measures will be factored into the workplan timelines of the sub-projects.

Quality assurance process

The following QA arrangements will be applied both at Programme level and sub-project level:

- Delivery team members (including subcontractors) will be made aware of the requirements for QA and the data protection safeguards.
- Delivery team members will be made aware of their roles, responsibilities and timelines for delivery at the start of their work, and they will be kept up to date of any changes.
- All key activities will be version controlled, appropriately documented and filed, including the process of external expert selection and contract award.
- All deliverables and key outputs will be subject to a thorough review (formal, factual, delivery and editorial quality checks). Early drafts will be shared with BEIS and jurisdictions and their feedback will be incorporated in the final versions.

Our **PM** will be responsible for implementing the QA measures at Programme level, under the close supervision of the **PD** who will focus on technical aspects. The PM will undertake regular internal checks to ensure that standards are being maintained and draw lessons for improvement.

Sub-project Managers will be accountable for adopting QA measures on their sub-projects, in coordination with a dedicated **QA Manager** who will conduct the technical review of all deliverables and will sign them off before submission to the partner government and BEIS. To guarantee an independent review process and avoid conflicts of interest, a QA Manager with appropriate subject-matter expertise will be nominated at the start of the sub-project and will not be involved in the direct delivery of the tasks nor in the preparation of the outputs. The QA Manager will review the following elements in particular: reliability of data, soundness of analysis, credibility of the findings, validity of the conclusions, applicability of recommendations and clarity of the outputs. The QA Manager will also check that all comments and suggestions from the jurisdictions on approaches and technical content have been adequately addressed by the sub-project team. Further oversight of the technical quality of the deliverables will be provided by our **PD**. Any issue that cannot be resolved swiftly by the **QA Manager** will be escalated to the **PD**.

1. TEAM AND EXPERIENCE

1.1 TEAM STRUCTURE

Our operating structure has clearly defined roles, responsibilities and reporting lines for each member (see Figure 1). The Core Delivery Team will provide strategic direction for the LEAF TA Programme (hereinafter “the Programme”) and will deliver BA1 tasks. It includes the following roles:

- **Programme Director (PD)** – Responsible for overall supervision of programme management and for strategic oversight of core delivery under BA2 and BA3. The PD will support the PM with risk management and quality assurance process. The PD will routinely join internal team meetings and progress meetings with BEIS. The PD will report to BEIS PM.
- **Programme Manager (PM)** – Responsible for day-to-day management of the Programme, including contractual, financial and risk management, and maintaining oversight of the delivery through well-defined monitoring and reporting arrangements. The PM will be the main point of contact for the BEIS PM and will assign tasks within the Core Delivery Team.
- **Technical Leads** – Responsible for technical oversight of the Programme and quality assuring the core delivery elements of BA1. They will work closely with the Sub-project Managers. One Technical Lead has been assigned from each core partner, ensuring organisational representation and coverage of all technical sectors.
- **Country Engagement & TA Coordinator** – Responsible for supporting the core delivery of BA2 and BA3, including drafting terms of reference (ToR) and sourcing external technical experts to carry out the sub-projects.
- **Programme Administrator** – Responsible for supporting the PM in administrative tasks associated with reporting, invoicing, budget forecasting, subcontracting and payments.

Figure 1. Delivery Team Structure
REDACTED

BA2 and BA3 will be delivered through Country Engagement and Technical Assistance sub-projects. Sub-project team structures will vary based on the specifications of the sub-project ToR (e.g., expertise, languages, etc.). We anticipate that most teams will include the following roles:

- **Sub-project Manager** – Responsible for assembling the team, including expert selection, providing technical direction, supervising the work delivery, monitoring the budget and work plan, and reporting progress against targets to the PM.
- **Quality Assurance Manager** – Responsible for quality assurance of sub-project outputs. They will have the requisite technical expertise but will not contribute to work delivery to avoid conflicts of interest.
- **International Experts** – Responsibilities will vary depending on the role specifications and the sub-project ToR. They will bring specific skills and expertise required to successfully lead and deliver the sub-project (e.g. thematic expertise, international experience, etc.).
- **National Experts/Organisations** – Responsibilities will vary depending on the role specifications based on the sub-project ToR. They will bring relevant expertise, languages and local insights for the successful delivery of the work.

The national experts/organisations will be selected from our **Roster of National Experts**, following the selection process agreed in the Inception Period. The Sub-project Managers, Quality Assurance Managers, and International Experts will primarily be selected from the **Pool of International Experts**. This Pool includes both internal experts from the partnership, who will be charged at daily rates for direct delivery under BA2 and BA3, and from Ludovino Lopes Advogados, which are externals who will be charged at cost with a management fee.

1.2 PROGRAMME MANAGEMENT AND CORE DELIVERY TEAM

Team members have been appointed to each role based on their capabilities, experience and grade of the individuals to ensure that we cover all areas of expertise and provide value for money.

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1.3 INTERNATIONAL EXPERTS

Our Pool of International Experts covers the critical skills and knowledge required for delivery of Country Engagement and TA tasks. While they are categorised below as Carbon Accounting, Finance, Safeguards, Policy and Legal/Contractual Experts, several span these categories. The Core Deliver Team also brings relevant expertise and may help deliver BA2 and BA3 projects.

1.3.1 Carbon accounting

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1.3.2 Finance

REDACTED

1.3.3 Safeguards

REDACTED

1.3.4 Policy

REDACTED

1.3.5 Legal / Contractual

REDACTED

1.4 ROSTER OF NATIONAL EXPERTS

In preparation for this tender, **we have already built a Roster of National Experts, comprising over 100 specialists** in all the key areas of TA required to support governments in complying with jurisdictional REDD+, MRV, finance, legal, policy and safeguard frameworks. Our National Experts span each of the 23 LEAF jurisdictions (see Figure 1) and speak over 24 languages.

This Roster will enable us to mobilise delivery of TA projects quickly and crucially, to tap into local knowledge, experience, language, culture and political contexts to ensure that the TA we provide is suitable for the given jurisdiction.

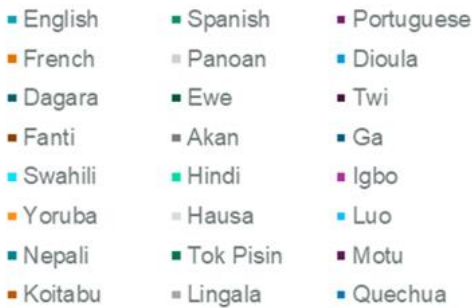
Table 1. Experienced National Experts

Years of experience	Number of experts
30+ years	8
20+ years	21
15+ years	46

The National Experts are respected figures in their thematic areas, with proven experience, from advising the UN Global Compact Target Gender Equality Programme to a former Foreign Minister of External Affairs to an indigenous community coordinator. Our National Experts have all built solid careers and bring a wealth of knowledge and experience, as exemplified by their years of experience shown in Table 1.

Part of our commitment is to ensure culturally appropriate outputs and one way to achieve that is having the tools to communicate effectively with the in-country beneficiaries and stakeholders in their own language. Thanks to our far-reaching Roster of Experts, we are currently able to communicate in 24 languages, comprising all 23 jurisdictions’ official languages (and a few more). While all members of the Roster have business proficiency in English, Figure 3 shows a non-exhaustive snapshot of the multitude of other languages in our toolkit.

Figure 2. Linguistic coverage of Roster



1.5 STAFF MANAGEMENT AND CONTINGENCY MEASURES

We have assembled a large in-house Pool of International Experts to deliver this Programme, both to address the eventuality that a significant amount of work is required in a short time and to provide continuity of service in case a member of the team is absent. Key team members also have a nominated deputy who will be fully up to date on the activities required and will be available to provide cover in case of absence (see Table 23). Our PM/Sub-project Managers will review the workplans on a weekly basis, putting in place contingency plans for additional resource and expertise particularly in advance of critical stress points. We confirm that all proposed experts are available to perform the work described in this proposal. If a team member needs to be replaced, the PM and, if needed, the PD, will choose an appropriate substitute with equivalent experience and expertise, and will send the CV to BEIS for approval. Another team member will carry out the work required until the replacement process is completed, without causing any delay in the workplan.

Table 2. Nominated cover for absences of key team members REDACTED

1.6 VALUE FOR MONEY

Our proposed team offers significant value for money for BEIS. Our costed work plan demonstrates how we will deliver cost-effectively by using junior staff for routine and administrative tasks. We have proposed a lean Core Delivery Team, with clearly defined roles to avoid duplication of responsibilities. In the delivery of BA2 and BA3, we propose to draw extensively on our Roster of National Experts, which will reduce the overall fees and expenses. We will also increase value by using local staff and embedding knowledge in partner jurisdictions leaving established capacity in-situ as a Programme legacy.

1. SOCIAL VALUE PROPOSAL

Ricardo and our core partners, CLP and Winrock, are mindful of the impacts that international technical assistance programmes can have on the environment and always strive to make positive contributions to society. Our proposed social value commitments in the delivery of LEAF will support BEIS¹ progress towards Net Zero carbon emissions by 2050 and the UK Government's 2021 Net Zero Strategy: Build Back Greener, and foster resilient supply chains for international climate action.

Ricardo's commitment to social value is embedded through a centrally funded social value strategy launched in 2022, action plan and a dedicated management team, supported by champions at each UK office. Priority intervention areas under this strategy include: supporting STEM education and inspiring the future green workforce; sharing our professional expertise as an energy and environmental consultancy on a pro bono basis to not-for-profit groups; and encouraging community wellbeing through initiatives to improve green spaces and natural environments located near to our UK offices or homeworkers.

Box 1. Examples of our experience creating social value

REDACTED

1.1 FIGHTING CLIMATE CHANGE

1.1.1 Method Statement - proposed commitments on this contract

MAC 4.1 Deliver additional environmental benefits in the performance of the contract including working towards net zero greenhouse gas emissions.



1. Apply Climate+ to this project

We will deploy Winrock's proprietary tool, [Climate+](#) to this programme. Climate+ enables a project to responsibly design and implement activities. We will use the Climate+ Calculator to estimate the greenhouse gas emissions related to our programme activities, take action to reduce the collective footprint, and offset emissions to ensure that the team minimises its ecological footprint, even removing carbon from the atmosphere through offset activities. We will liaise with BEIS to agree the most appropriate offset credits from well-established sources such as the American Carbon Registry.

2. Minimise travel-related emissions

International engagement is essential on this contract. Nevertheless, we will minimise long-haul air travel by deploying our locally-based staff and subcontractors wherever possible. Any international air travel by Ricardo staff will be justified and approved by a Business Unit Director or above. Where practical, we will seek to combine international trips to reduce emissions from travel. As new, lower carbon technology emerges in air travel we will review how our travel policies could incentivise their use in the future. At Ricardo, we offset all emissions associated with our air travel, and we select credits that are certified to the highest standard in terms of verified emissions reductions (e.g. Gold Standard VERs). Ricardo expects all subcontractors to commit to corresponding policies and for this

¹ Throughout the proposal we refer to BEIS as the contracting authority as per the ITT. We understand that BEIS is now the Department for Energy Security and Net Zero (DESNZ) and the contract will be awarded by DESNZ.

contract all subcontractors have agreed to abide by Ricardo policies. Ricardo operates a 'digital-first' principle which means that we will hold virtual meetings where possible to avoid emissions from travel (we also avoid unnecessary printing of reports). Where in-person travel is unavoidable, we will apply our corporate travel hierarchy whereby we use public transport such as rail before private car travel. Ricardo also offers the 'Cycle2work' scheme, bike maintenance checks and season rail ticket loans. On this contract, within the UK we envisage only occasional train travel to London for any staff that are not already based there. We will allow flexible hours and home working to enable travel on public transport at off-peak times. Ricardo staff based in Oxfordshire will be able to use our electric vehicle (EV) charging points and pooled EV for business travel off-site in the UK. Ricardo requires Senior Leadership Team approval before booking flights within Great Britain, but none are envisaged for this contract.

3. Mainstream Ricardo's corporate commitments

Ricardo's corporate net zero commitment (further details in 1.1.2), the measures outlined in our Carbon Reduction Plan and actions to minimise office-based emissions will be cascaded down to this contract. Our commitments include:

- Switching to renewable energy or Renewable Energy Guarantee of Origin (REGO) backed tariffs for electricity consumption on all UK sites by the next lease renewal date (80% achieved to date).
- Continuing to improve the energy efficiency of our buildings through ongoing maintenance of air conditioning systems and motion-controlled lighting.
- Working with buildings landlords to electrify natural gas powered heating systems at the end of life or explore electrified buildings at the end of lease periods.
- Maintaining segregated waste collection bins in all offices and food waste collection in all larger offices.

4. Provide vegetarian catering at events and workshops on the contract

To lower the carbon emissions associated with meals and refreshments, we will plan and prioritise meat-free catering at any events and workshops where food is provided, and encourage our subcontractors to do likewise, where this is practicable and culturally appropriate.

Figure 1. Ricardo's Net Zero 2030 Strategy

1.1.2 Ongoing corporate commitments

Ricardo PLC has made a public commitment to achieve Net Zero carbon emissions from its operations (Scope 1 and 2) by the end of 2030. This commitment drives all operations, and the seven core elements of our strategy are illustrated in Figure 1. Furthermore, we have planned our achievement of this goal through a series of targets, which have been externally validated by the Science Based Targets Initiative (SBTi):

- Reduce absolute scope 1 and 2 greenhouse gas (GHG) emissions by 46.2% by 2030/31 from 2019/20 base year (BY).
- Increase annual sourcing of renewable electricity from 74% in 2019/20 to 90% by 2025/26.
- Reduce absolute scope 3 GHG emissions by 27.5% by 2030/31 from 2019/20 BY.

As part of Ricardo's commitment to transparency, our GHG emissions are externally verified by Lloyds Register in accordance with ISO 14064-3:2019 against baseline year 2019/20 (the first year



when data were verified). Air and rail travel emissions are calculated by Susterra using bespoke factors that take account of route, class of travel and type of train/aircraft. In the short term, Ricardo Energy & Environment has set objectives for financial year 2022-2023 (July to June), see Box 2.

Box 2. Ricardo's annual environmental objectives

REDACTED

Progress against these objectives is monitored by the Quality, Safety, Health and Environment (QSHE) Manager and the Operations Director, and we report back on these metrics on a quarterly basis. Progress against our wider Ricardo Group Net Zero commitment is reported in our company annual reports. Ricardo also has a public [Carbon Reduction Plan](#), published in January 2023.

1.1.3 How our commitments meet the award criteria

The main carbon emissions arising from this contract will be from travel. We have therefore focused efforts on reducing international air travel and offsetting our remaining emissions through Climate+. As efforts to reach net zero must be systemic within organisations, the contract will also benefit from our ongoing corporate policies that encourage sustainable behaviour among staff and efforts to reduce emissions from energy consumption at our offices.

1.1.4 Detailed project plan and process

Social value activities have been integrated into our overall workplan. Once the social value commitments and KPIs have been agreed with BEIS in the inception period, the social value activities will be planned in greater detail and scheduled within the revised workplan.

Table 1. Detailed project plan for fighting climate change

Commitment	Timing	Days	Metrics and Reporting
Apply Climate+	June 2023, initial estimate of carbon footprint for BA1, estimates for BA2 and BA3 projects and mitigation actions on a quarterly basis. March 2025 – select carbon credits	0.5 days per quarter (4 days total)	Copy of estimates from Carbon+ Calculator shared with BEIS along with any identified mitigation actions. Details of carbon credits purchased shared with BEIS
Minimise travel-related emissions	Ongoing	Integrated into project administrator time	Estimates of tCO ₂ e emissions saved by avoiding unnecessary international flights and car journeys
Mainstream Ricardo's corporate commitments	Ongoing	1 day (1 hour per quarter over 2 years)	Ricardo's quarterly corporate performance against its 5 environmental objectives shared
Provide vegetarian catering	Ongoing	1 day (1 hour per quarter over 2 years)	Evidence of events and workshops where meat-free meals were planned and provided

1.1.5 Influencing customers, suppliers, staff and communities

We will work collaboratively across our supply chain to support delivery of our commitments and achieve additional environmental benefits on this contract. We will involve BEIS in decisions about which carbon credits to select through Climate+ to offset emissions. We will work collaboratively with subcontractors to identify opportunities to minimise emissions generated through international and local travel and events. We will work with waste contractors to move towards zero waste to landfill from our offices and decarbonisation of their waste transport fleet. We will continue to encourage employees to make responsible commuting choices and encourage waste reduction, sorting and recycling through communications and posters in the kitchens and shared spaces in our offices.

1.1.6 Proposed key performance indicators

Table 2. KPIs for Fighting Climate Change

Relevant MAC	Proposed KPI	Proposed target	Means of verification
4.1	Estimated emissions saved by using local rather than international experts (tCO2e)	TBC	Records of local vs international travel
4.1	% of contract emissions offset	100%	Carbon credit data
4.1	Commitment to net zero (Scope 1 and 2)	2030	Carbon Reduction Plan

1.2 TACKLING ECONOMIC INEQUALITY

1.2.1 Method Statement

Our partnership's commitment to social value is intrinsic to this contract. Our wider impact will be expanded by providing contextually appropriate technical assistance and embedding local knowledge into each of our assistance packages.

Ricardo is a member of Business in the Community, a signatory to the Race at Work Charter and a Disability Confident Level 2 Employer. Ricardo pays above the national Real Living Wage to all permanent and contracted staff and is in the process of gaining accreditation with the Living Wage Foundation. Ricardo is also a member of the UN Global Compact. We support skills development in STEM subjects and social mobility through our core SV programme.

In terms of increasing supply chain resilience and capacity, Ricardo prioritises SME suppliers that share our values, including fair remuneration, diversity and work-life balance. We carefully assess our supply chain through our procurement evaluation process and all subcontractors must abide by our Code of Conduct.

1.2.2 Proposed commitments on this contract

MAC 3.1 - Create a diverse supply chain to deliver the contract including new businesses and entrepreneurs, start-ups, SMEs, VCSEs and mutuals

1. Build on, and collaborate with, our roster of over 100 diverse national experts

We have already built a network of 100+ experts across each of the 24 potential beneficiary jurisdictions and plan to consolidate and expand on this. These experts are renowned professionals in their field from academics to seasoned practitioners, with experience working with a multitude of partners. Experience ranges from the World Bank Forest Carbon Partnership Facility (FCPF) to supporting local government bodies on issues ranging from the role of small-scale farmers in REDD+ activities to designing benefit-sharing agreements and involving indigenous peoples and local communities (IPLC) in REDD+ processes.

2. Create opportunities to access, support and develop local knowledge

Our international experts will be matched with our pool of local experts for the delivery of each output from inception of the technical assistance package to successful delivery, offering not just the opportunity to add value to the depth of our technical package, but also to share knowledge on REDD+ processes, requirements and approaches with our local partners. Our methodology and approach ensures the experts are embedded into our technical assistance teams from the outset, and opportunities for knowledge exchange are planned within each package.

3. Host safeguards internship to support future climate capacity and skills

CLP has an existing relationship with Oxford University's [Crankstart](#) Internship programme, which provides support to low-income students (household income < 20,000GBP/annum) studying at the University and has previously hosted interns. Should this contract be awarded to the Ricardo partnership, CLP will host at least one intern to work specifically on this contract for up to 12 weeks in the university summer vacation period, shadowing key CLP experts and learning more about social, environmental and governance safeguarding aligned to TREES 2.0 requirements.

MAC 3.3 - Support the development of scalable and future-proofed new methods to modernise delivery and increase productivity.

4. Develop and share methods on ART-TREES standard

Our partnership understands that capacity building across the green finance supply chain in the nominated jurisdictions is required to bring about impactful change.

REDACTED will develop and share jurisdictional REDD+ templates and training materials in a publicly available library (Jurisdictional REDD+ Library) on the ART-TREES website to allow open access. We have approached ART-TREES who are willing to work with us to facilitate delivery this library.

We will also link up consultants with country governments and connect experts by facilitating self-sustaining peer-to-peer networks that will continue beyond the life of the programme. Our ongoing technical mentoring will contribute to the continuing professional development of key suppliers so that they can become an asset in their country. We shall engage and collaborate with UNFCCC with a view to enhancing their existing knowledge base.

MAC 3.4 - Demonstrate collaboration throughout the supply chain, and a fair and responsible approach to working with supply chain partners in delivery of the contract

5. Co-design and co-creation of services

We are committed to a mutually respectful, collaborative and consultative approach to designing packages of technical assistance. We will therefore work closely with our subcontractors when commissioning services and refining terms of reference for discrete assignments and tasks, taking into account local knowledge and expertise.

6. Gender equality and social inclusion

Our proposed project team is comprised of a range of independent associates and micro, small and medium enterprises and 58% of the team are women. CLP is a women-led SME. On this contract, we will use meaningful participatory processes to ensure that we are inclusive in our design and delivery of workshops. This includes using balanced and gender-sensitive approaches that are specific to each jurisdiction to maximise equitable participation and engagement.

7. Use of inclusive working methods and technology

We will continue to be equitable in selecting supply chain partners. Each of the experts in the pool have met rigorous requirement processes for their technical skillset but also their soft skills, including leadership, integrity and ability to work within a multidisciplinary team. They have proven track records of successful support to national and local governments, private sector and the multilateral development space.

For any stakeholder engagement and community consultation activities, we shall adopt participatory learning and action approaches to empower participants to share, analyse and reflect on their particular context and use tools such as mapping exercises, focus groups, transect walks, matrix scoring and the use of diagrams for communities to plan, monitor, and evaluate project outcomes. We will translate materials into French, Spanish and Portuguese using local experts and we will involve cultural mediators for indigenous languages (on a project-by-project basis) to make sure we engage indigenous communities.

We are aware that the Internet infrastructure will vary between jurisdictions so we will take into account low bandwidth issues in planning online events and understand that some participants may

primarily be using phones or tablets rather than laptops. We will follow UK Government Digital Services guidelines on writing accessible documents when creating resources for the library.

8. Prompt payment and fair pay

Ricardo understands that smaller companies can face greater pressures to maintain adequate cash flow. We will roll down the payment terms of the Contracting Authority i.e. pay our subcontractors within 30 days of an undisputed invoice, once we have been paid by the Contracting Authority. Ricardo, CLP and Winrock will benchmark the fee rates for our local subcontractors against the rates paid by development institutions and agencies including FCDO framework rates.

1.2.3 How our commitments meet the award criteria

We will contribute to the policy outcome of increasing supply chain resilience and capacity by ensuring supply chain relationships on the contract are collaborative, fair and responsible. Our capacity building activities and open access to resources will foster internal and external organisational learning and continuous improvement across our supply chain. In this way we will contribute to growing and nurturing a roster of quality, vetted local experts that can be rapidly deployed in future. A skills matrix for local experts will be maintained that reflects the technical areas and geographical experience relevant to project delivery. We are also supporting the future green workforce through hosting an internship

1.2.4 Detailed project plan and process

Social value activities have been integrated into our overall workplan. Once the social value commitments and KPIs have been agreed with BEIS in the inception period, the social value activities will be planned in greater detail and scheduled within the revised workplan.

Table 3. Detailed project plan for tackling economic inequality

Commitment	Timing	Days	Metrics and reporting
Build on our roster of national experts	Ongoing	Integrated in BA1 work	Report on number of national experts in our roster and proposed for TA
Create opportunities to develop local knowledge	Ongoing	Integrated in BA2-BA3 work	# of national experts paired with international experts
Host safeguards internship at CLP	July-September 2023	Supervision over maximum of 12 weeks	Intern report and feedback on learning and knowledge gained
Develop and share methods on ART-TREES standard	From July 2023 (month 3) onwards	15 days over contract	Library created, operational and maintained on ART-TREES website
Gender equality and social inclusion; co-design and co-creation; use of inclusive working methods	Ongoing, reviewed quarterly	0.25 days per quarter within management time	Record of all stakeholder workshops and engagement activities indicating the type of participatory approach adopted and details on attendance (numbers, gender ratio etc).
Prompt payment and fair pay	Annual review in May 2024	0.25 days per quarter within management time	Records of length of time taken to pay suppliers. Ongoing benchmarking of fees on a project-by-project basis.

1.2.5 Influencing staff, suppliers customers and communities

Suppliers: We will be open to learning how to improve how we work with our country engagement and technical assistance sub-contractors by inviting feedback during and after each BA2 or BA3 assignment or task. Areas for gathering feedback will include supplier perceptions of our collaboration with them, efficiency of the commissioning aspects and the quality of our ongoing management and communications.

Staff: Internally, staff will be encouraged to suggest further ideas on how we can further diversify our supply chains, support modernisation and future-proofing or strengthen our collaborative and fair approach to working with supply chains. Any ideas will be logged and discussed at the next project team meeting, and appropriate action taken.

Customers: In our quarterly review meetings with BEIS, we will discuss progress on social value objectives and any opportunities to improve or strengthen our ways of working, including through collaborative workshops or seminars. In justifying the commissioning approach of the award of each package of technical assistance, we will also provide details of any expected contribution to social value.

Communities: We will engage with communities through our use of local mediators and safeguards experts and through our contribution to the ART website.

1.2.6 Proposed key performance indicators

Table 4. KPIs for Tackling Economic Inequality

Relevant MAC	Proposed KPI	Proposed target	Means of verification
3.1	% of contract spend on national experts and SMEs	20%	Invoices and contracts
3.3	Range of standardised tools, templates and training curricula developed, curated and shared with jurisdictions	By month 6, openly available Jurisdictional REDD+ Library established and fully functioning	Resources available online on the ART website
3.4	% of undisputed invoices paid to subcontractors within 30 days (assuming Ricardo has been paid within this timeframe by Contracting Authority)	100%	Financial records payment

1.3 HOW WE WILL ACHIEVE COMMITMENTS UNDER BOTH THEMES

Ricardo, CLP and Winrock have a professional interest in proactively addressing climate change and share an ethos of participatory approaches to learning and development. We will work in partnership with BEIS, our wider project team, subcontractors, our Finance, Travel and Procurement Departments and the Ricardo social value programme management team. Our Programme Manager (REDACTED) will be the main point of contact for social value on this contract and will collect data, monitor and report on progress. REDACTED will include social value as a priority agenda item following contract award to confirm needs, opportunities and the appropriate timing of activities. These commitments will be confirmed with BEIS in the project inception period and discussed on an ongoing basis. The entire core delivery team will be made aware that it is everyone's responsibility to contribute to achieving our social value objectives, including minimising contract emissions.

1.4 PERFORMANCE MEASUREMENT, MONITORING AND REPORTING

We will agree the final key performance indicators for each theme, targets and means of verification of achievement with BEIS in the inception phase.

Monitoring and data collection

Fighting climate change: Winrock's Carbon+ Calculator will be the main tool used for estimating carbon emissions from LEAF, while we will continue to use Ricardo's internal carbon management experts to calculate corporate emissions. In planning travel, trips and events, our core delivery and management team will also pre-empt, identify and record instances where we have been able to avoid or reduce emissions.

Tackling economic inequality: Much of our quantitative data collection on diversity of supply chains will be evidenced through our subcontracts, invoices and timesheets. We will also monitor level of engagement on the Jurisdictional REDD+ Library by collecting statistics on webpage views and document downloads, if feasible to do so, for example by using Google analytics.

Feedback and improvement

We will regularly seek feedback from BEIS and our subcontractors and consider improvements. Each project member will have informal check-ins where any issue can be raised or they can provide anonymous feedback through our internal Ricardo Improvement Tool.

Transparency

We expect to be held to account for the commitments we have made, via reporting to BEIS and sharing feedback. Additionally, we will disclose any unexpected challenges to achieving our commitments and seek to understand and address the causes.

Reporting

Each formal progress report to BEIS will include a section on social value, progress against our stated KPIs and any links to our corporate achievements, including external verification of our GHG emissions. The reporting will cover both quantitative and qualitative aspects.