

Terms of reference (ToR) for the procurement of services below the EU threshold

CONFIDENTIAL

Preparation of a Draft Project-Level Theory of Change and a Draft Benefit-Sharing Framework for a Potential Carbon Project in the Nabajjuzi Wetland	Project number/ cost centre: G-012599-004 Tender number 7000024807
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0. List of abbreviations

FPIC	Free, Prior and Informed Consent
GHG	Greenhouse gas
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
MSF	Michael Succow Foundation, partner in the Greifswald Mire Centre
MWE	Ministry of Water and Environment
NEMA	National Environment Management Authority
ToC	Theory of change
ToR	Terms of reference
VCS	Verified Carbon Standard

1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, in collaboration with the Michael Succow Foundation (MSF), partner in the Greifswald Mire Centre, the Food and Agriculture Organization of the United Nations (FAO) and the Ministry of Water and Environment (MWE), is implementing the “Sustainable Peatlands Management for People, Climate, and Biodiversity – Peat4People” project. The project is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and aims to strengthen the technical and financial capacities of key stakeholders for sustainable peatland management by:

- 1) Enhancing the capacities of stakeholders to develop and implement effective policies for sustainable peatland management.
- 2) Supporting the adoption of sustainable paludiculture practices that balance conservation with economic benefits.
- 3) Identifying and developing funding mechanisms that can support sustainable peatland management.
- 4) Fostering regional and international cooperation, learning, and knowledge exchange among stakeholders.

Peatlands are globally recognized as critical ecosystems for climate regulation, biodiversity conservation, and water regulation. They store significant amounts of carbon and provide essential livelihood opportunities for surrounding communities. However, when drained and degraded through unsustainable agriculture, or infrastructure development, peatlands can become major sources of greenhouse gas (GHG) emissions. Therefore, the conservation and sustainable management of peatlands has increasingly become a priority within global and national climate change mitigation and adaptation efforts.

In Uganda, peatlands cover approximately 6% of the land area and about 38.6% of wetlands. Wetlands and peatlands in Uganda are held in trust by the Government of Uganda on behalf of its citizens. Regulatory oversight of wetlands is exercised primarily through the National Environment Management Authority (NEMA) and the MWE. While statutory frameworks regulate activities within wetlands, long-standing customary and livelihood practices continue to occur alongside. These realities create a complex interface between statutory regulation and customary land use practices.

Following a joint meeting with partners in May 2025, the Nabajjuzi wetland (covering Masaka City, Masaka, Kalungu, and Bukomansimbi districts) was selected as the project's demonstration site. In this location, Peat4People is exploring the feasibility of a carbon market project – likely using the Verified Carbon Standard (VCS) – to support the long-term conservation, sustainable use and management of peatlands in Uganda, while generating benefits for local communities.

Nabajjuzi wetland is composed of a series of interconnected wetlands and peatlands (e.g. Nakayiba and Nabajjuzi wetlands); for simplicity, this ToR refers to the pilot site as ‘Nabajjuzi wetland’. The total peatland area is estimated at ~7,900 hectares within the larger 90,000 hectares catchment, which connects to the Katonga River as part of the wider Lake Victoria Basin. Designated as a Ramsar Site (Wetland of International Importance) in 2006, Nabajjuzi wetland serves as a vital water source for over half a million people and acts as a significant biodiversity hotspot. From a carbon project perspective, Nabajjuzi wetland offers potential for a range of climate mitigation benefits, including emission reductions through the rewetting and restoration of degraded peat soils, and their sustainable management.

For a peatland carbon project to be both socially responsible and legally compliant, the National Climate Change (Climate Change Mechanisms) Regulations for Uganda, 2025 requires all projects to submit a benefit-sharing plan in line with a specific Theory of Change (ToC). Although the regulations emphasize that the plan must demonstrate “equity, fairness, inclusion and consultation of beneficiaries” neither Verra nor the regulations prescribe how revenues or proceeds must be distributed, leaving the design to stakeholders of each specific project.

Objective of the assignment

The overall objective of the assignment is to support the development of a peatland-based carbon project in the Nabajjuzi wetland – with a focus on any potential or preliminary intervention areas, identified by GIZ and its partners, through:

- Context review and community governance mapping
- Development of a consultation methodology
- Early community consultations
- Proposal for a community-driven Theory of Change
- Refining the approach to a benefit-sharing framework.

This assignment forms part of the feasibility assessment for a potential future carbon project and will build upon relevant existing information, including the results of other consultancies, as well as ongoing work under the Peat4People project. Data collection will focus on identified gaps and ensure no duplication with previous studies or consultations. The assignment must be implemented in a synergic manner with other ongoing, complementary consultancies under coordination of the Peat4People project.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- **Context review and community governance mapping:** The contractor will conduct a comprehensive context review and community governance mapping by carrying out a desk-based synthesis of relevant literature and all information provided by the Peat4People project. This will include reviewing prior consultations and stakeholder engagement records, socioeconomic information, tenure and resource-use arrangements, and existing carbon feasibility analyses. The contractor will identify existing community governance and representative structures – covering formal and informal leadership, committees and user groups, decision-making processes, representation pathways, and accountability mechanisms.
- **Development of a consultation methodology:** Following the desk review and community governance mapping, the contractor will develop a **consultation methodology** that incorporates appropriate safeguards and participation mechanisms. This methodology will outline the general consultation objectives, emphasising information sharing, active listening, interactive project design, feedback collection, and validation. It will also outline the sequencing of activities and measures to ensure meaningful participation, addressing factors such as language, timing, accessibility, and diversity of sessions. Additionally, it will set forth the process and protocols for documenting participation, stakeholder concerns, expectations, disagreements, and recommendations, while ensuring safeguards, confidentiality, and accessible grievance and feedback channels. The contractor will also support in designing and organizing community consultation initiatives, including setting up

objectives and potential community roles during project implementation, monitoring, governance and decision-making.

- **Inception report and entry meetings:** Building on the comprehensive review and the subsequent development of the methodology, the contractor will prepare an inception report that summarises the available evidence, identifies remaining information gaps, proposes a consultation strategy, outlines the stakeholder engagement approach, and presents a detailed work plan. This inception report must be agreed upon with GIZ and its partners before the commencement of field activities and should be updated regularly to ensure coordination with other Peat4People project activities, maintain consistent messaging, and facilitate appropriate engagement with communities. Following the approval of the inception report, the contractor will present the scope and approach for the assignment during an entry meeting with the Focal Points from the four District Local Governments, including their respective Natural Resources Offices, District Local Leadership, community entry points, and other identified stakeholders. Additionally, district-level stakeholder meetings will be conducted to inform the Theory of Change (ToC) process and subsequent community consultations. The contractor will prepare comprehensive meeting documentation that outlines the stakeholders involved, issues discussed, key findings, differing perspectives, relevant institutional roles, proposed project activities, expected outcomes, risks, safeguards, and topics for further exploration during community consultations.
- **Early community consultations:** Following relevant training, the contractor will lead early community and stakeholder consultations under the guidance of the international VCS advisory service provider, using the templates and toolsets provided. The consultations will identify specific consultation objectives and potential community roles in project implementation, monitoring, governance and decision-making, explore potential positive and negative impacts and community expectations regarding carbon revenues, and generate the evidence and documentation required to co-develop a context-specific draft Theory of Change with communities and relevant stakeholders, inform the preliminary benefit-sharing framework, and support the design of a future Free, Prior and Informed Consent (FPIC) process and roadmap. The consultations will involve a justified and representative sample of potentially affected communities, wetland users, local authorities and other relevant stakeholders. The sampling approach will build on existing stakeholder information, the potential intervention area and different livelihood and tenure contexts. The contractor will document the communities and stakeholder groups consulted, georeferenced locations covered, methods applied, key findings and differing perspectives. Consultation findings will provide locally informed evidence for the draft ToC and preliminary benefit-sharing analysis, including community and stakeholder perspectives on potential project activities, roles, expected outcomes, risks, safeguards, expectations and potential benefits.
- **Proposal for a community-driven Theory of Change (ToC):** The contractor will develop a proposal for a community-driven ToC that articulates locally appropriate project activities and how these are expected to contribute to outcomes and impacts for people, climate and nature. The proposed ToC is expected to include identified relevant stakeholders, defining their roles and responsibilities, incentives for behavioural change, as well as key risks and corresponding mitigation measures, and presents a proposed project design, including options where appropriate, covering implementation arrangements, monitoring and benefit-sharing. The draft ToC will provide evidence on how the Nabajjuzi wetland could be protected, restored and safeguarded, and identify the relevant actors, expected outcomes, assumptions, risks, safeguards and enabling conditions requiring further assessment and validation during the development of a potential carbon project.

- **Inputs to draft benefit-sharing framework and Benefit-Sharing Plan:** Building on the early consultations and documented stakeholder inputs and following the methodology and analytical guidance provided by the international VCS advisory service provider, the contractor will consolidate and analyse the findings to support the development of a preliminary benefit-sharing framework and a site-specific draft Benefit-Sharing Plan. This will include:
 - o Documenting and analysing stakeholder expectations, interests and concerns.
 - o Proposing preliminary principles and criteria for identifying potential beneficiaries, considering rights, livelihood dependencies, vulnerability and potential contributions to future project activities.
 - o Building on the land rights analysis to identify categories of potential rights holders, affected stakeholders and beneficiaries requiring further assessment and validation.
 - o Assessing potential monetary and non-monetary benefits and livelihood opportunities under the project scenario.
 - o Providing locally informed options for benefit allocation and distribution, including possible governance, decision-making and financial-flow arrangements that recognise contributions from tenure holders and other stakeholders and provide effective incentives for participation.

The contractor will also provide inputs to proposed monitoring, transparency and accountability arrangements, develop a communication and stakeholder-engagement approach, support the design of a potential governance structure and project-level Grievance Redress Mechanism related to benefit-sharing and stakeholder feedback. Additionally, the contractor will identify assumptions, information gaps, risks and unresolved questions requiring further assessment, consultation or negotiation. The approach will build on the early consultations, incorporate the principles and requirements of FPIC, and emphasise transparency, accountability, equitable distribution and effective incentives. Based on the findings, the Contractor shall identify stakeholder groups and geographical areas requiring further engagement during subsequent stages of project development and develop a phased roadmap for further stakeholder engagement, validation, negotiation and the potential FPIC process, should the carbon project proceed, setting out the main requirements, stages and stakeholder groups to be involved in the future FPIC process.

All outputs under this assignment shall be treated as preliminary and iterative inputs to subsequent potential carbon project development. Participation in consultations under this feasibility-stage assignment shall not be presented or documented as consent to a future carbon project.

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Milestones/process steps/partial services	Deadline/place/person responsible
Kick-off meeting: <i>clarify the assignment and coordination arrangements among the contractor, the Peat4People project, and the international VCS advisor, while addressing any outstanding questions regarding the scope and content.</i>	26.11.2026 / Kampala / Contractor, GIZ
Inception report: <i>submit the inception report and obtain approval prior to the commencement of field activities.</i>	4.12.2026 / Kampala / Contractor

Inception meeting: <i>present the inception report to the Peat4People project team (GIZ, MSF, MWE) and identify, discuss, and agree any necessary adjustments to further clarify the scope and approach.</i>	10.12.2026 / Kampala / Contractor
Entry meeting: <i>present the scope and approach for this assignment to the Focal Points from the four District Local Governments, including their respective Land Offices, community entry points, and other stakeholders identified.</i>	21.1.2027 / Masaka / Contractor, GIZ
District-Level Stakeholder Meetings: <i>conduct meetings with the four focal local governments to inform the ToC process and the subsequent community consultations.</i>	19.02.2027 / Masaka City, Masaka, Kalungu and Bukomansimbi DLGs / Contractor
Community consultations: <i>conduct consultations in line with the agreed consultation methodology.</i>	28.05.2027 / Nabajjuzi intervention area / Contractor
Final report: <i>submit the final report, including the draft Theory of Change, consultation findings, benefit-sharing inputs, identification of remaining gaps, and a roadmap for further engagement, validation, negotiation, and a future FPIC process; obtain approval of the final report.</i>	30.06.2027 / Kampala / Contractor

Period of assignment: from 23.11.2026 until 30.07.2027.

2.1. Eligibility Requirement.

2.1.1 Commercial eligibility assessment

- Registered powers of attorney authorizing signatory/representative of the firm to sign agreements / documents on behalf of the firm.
- Current and valid Tax Clearance Certificate addressed to GIZ Uganda, or its equivalent.
- Valid Current Trading License
- Registered URSB certificate of filing most recent Company Annual Returns or its equivalent
- Signed Outsourcing of data processing form.
- Signed Bid validity Document Confirming that bid is valid for 120 working days. Vendor to write up and sign.
- Summary of certified audited accounts for the last 3 financial years (2025, 2024 and 2023.) with Average Annual turnover equivalent to 160,000 Euro
- Must have employed as on 31.12.2025 at least 4 persons on full-time basis.
- In case of a consortium, all the partners should meet the stated criteria above.

2.1.2 Technical eligibility assessment

- More than 2 years' experience in carbon market consulting and at least 2 reference technical projects in carbon market in Uganda each with a value of not less than Euro 40,000.
- Demonstrated experience implementing carbon market related projects in the East African region with verifiable experience including;
 - o Stakeholder Consultations and FPIC.
 - o Carbon Market Projects Including VCS
 - o Development of project level theory of change and benefit sharing mechanisms.
 - o Participatory Community engagement including considerations for Social and Gender dynamics.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks (see chapter 2 for tasks) to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context). Following this the tenderer is required to present and justify a **strategy** with which it intends to achieve the objectives and provide the services for which it is responsible (see Chapter 2 Tasks to be performed). (1.1.2)

Cooperation (1.2): The tenderer is required to present a strategy for establishing cooperation (1.2.2) and interaction with the relevant actors during execution of their tasks.

Processes (1.4) The tenderer is required to present an **implementation plan** indicating the work steps, milestones and schedules to be followed in execution of tasks. (1.4.1)

Learning and innovation (1.5): The tenderer is required in their strategy to present and explain **considerations of environmental and social sustainability requirements**. (1.5.2).

Project Management (1.6): The tenderer is required to explain its approach for coordination with the GIZ project (1.6.1). The tenderer is required to present a personnel assignment plan (1.6.2) indicating which team members will take on which tasks to ensure the overall achievement of the objectives.

Further requirements (1.7): A gender and inclusivity approach must be integrated into all activities conducted by the contractor. The services provided should explicitly embody this perspective. The contractor is expected to report on how gender and inclusivity have been considered and implemented in the activities.

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the Team Leader

Overall responsibility for the advisory packages of the contractor, including quality and timely reporting and administrative and technical oversight of all the activities.
Coordinating and ensuring communication and coordination with GIZ, partners and others involved in the project.

Qualifications of the Team Leader

Education/training (2.1.1): university degree (Master) in Environmental Science, Natural Resources Management, International Climate Policy, Climate Change or a related field
Language (2.1.2): C1-level language proficiency in English
General professional experience (2.1.3): 8 years of professional experience in the natural resource and climate change sector
Specific professional experience (2.1.4): 7 years in carbon market project preparation, encompassing benefit-sharing and related social and gender dynamics, carbon rights, and safeguards requirements for voluntary carbon projects, including those under the Verified Carbon Standard.
Leadership/management experience (2.1.5): 4 years of management/leadership experience as project team leader or manager in a company
Regional experience (2.1.7): 5 years of experience in projects in East Africa, of which 4 years in projects in Uganda

Key expert 1: Community Engagement Specialist

Tasks of key expert 1

Organization and preparation of all meetings/workshops, and community consultations, including logistical preparation and oversight for all workshops.

Qualifications of key expert 1

Education/training (2.2.1): university degree (Master) in Social Sciences, Development Studies, Community Psychology or a related field
Language (2.2.2): C1-level language proficiency in English, C1-level language proficiency in Luganda

General professional experience (2.2.3): 5 years of professional experience in carbon market projects, and theory of change development.

Specific professional experience (2.2.4): 3 years of professional experience in facilitating participatory community activities.

Regional experience (2.2.7): 2 years of experience in projects in East Africa, of which 1 years in projects in Uganda

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from https://www.bundesfinanzministerium.de/Content/DE/Downloads/BMF_Schreiben/Steuerarten/Lohnsteuer/2025-12-05-steuerliche-behandlung-reisekosten-2026.html (German only)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader	1	55	55	Includes Overall contract management, preparation for kickoff meeting, planned stakeholder meetings, and preparation, review and submission expected reports.
Key expert 1	1	50	50	Includes preparation for the stakeholder and community consultation meetings and expected reports.
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	2	30	60	The number of days assumes one trip per month, each lasting five

				days, over a four-month period.
Overnight allowance in country of assignment	2	30	60	Note: Under the BMF travel expense regulations, overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis. Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.
Transport	Quantity	Number of cars	Total	Comments
Travel expenses (public transport, car)	48	1	48	48 total days of stay in the implementation area of Masaka, Masaka City, Kalungu, and Bukomansimbi (i.e. the districts traversed by Nabajjuzi). Eligible costs include transport allowances, public transport, and car rental.
Other costs	Number	Price	Total	Comments
Flexible remuneration				Please incorporate this budget into the price schedule. The flexible remuneration will cater for extension of field activities due to cases like low turn up of target communities, unpredictable weather changes. Use of the flexible remuneration item/costs

				will require prior written approval from GIZ.
Workshops	25			25 total workshops, including 1 entry meeting, 4 district stakeholder meetings and 20 community consultations. The workshop fee should cover workshop expenses, including venue booking and catering, participants transport and per diem refunds. For further details on workshops i.e expected participants, location and time, please refer to the Table under sub heading Workshop, events and trainings.
Other costs	1			This budget line is earmarked for costs including stationery and airtime for mobilisation of stakeholders

Workshops, events and trainings

The contractor implements the following workshops/meetings:

Meeting type / content	Expected number of participants	Time	Location(s)
One entry meeting <i>This meeting will specifically facilitate formal introduction of the contractor to key district level stakeholders, provide a platform for the contractor to present own inception report, including methodology, scope, timelines, and expected outputs to invited delegates, validate and align the proposed approaches with project expectations, stakeholder priorities, and field realities, identify key risks, dependencies, and operational considerations for implementation of the assignment in the Nabajjuzi landscape.</i>	35	Between 9:00am-4:00pm	Masaka City
Four District Level Stakeholder Meetings <i>These meetings will convene high level stakeholders with the main objective of gathering information that will inform the ToC process and the subsequent community consultations at community level.</i>	45	Between 10:00am-4:00pm	Masaka DLG, Masaka City, Kalungu and Bukomansimbi DLGs.
Twenty Community consultation meetings (5 in each district) <i>with representation of all relevant</i>	55	After garden work,	Masaka DLG, Masaka City,

<i>stakeholder groups. These meetings will specifically;</i> • <i>identify specific consultation objectives and, community interest in the project and expectations on carbon revenues.</i> • <i>potential community roles in project implementation, monitoring, governance and decision-making, among others.</i>		preferably from 2:30pm-5:00pm or as advised by community representatives	Kalungu and Bukomansimbi DLGs.
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The contractor will be responsible for booking an appropriate location / hotel for the workshops and events, as well as for the reimbursement of transport and accommodation to all participants.

6. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English.

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

7. Outsourced processing of personal data

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to GIZ with regard to such processing, the partner shall be the data controller, and the data processing shall be carried out in accordance with the partner's instructions as well as laws and standards to which it is subject. If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered.

8. Annexes

Annex 1: Overview of actors and roles in the Peat4People carbon project workstream

Actor	Role & mandate	Core outputs
Community/stakeholder awareness raising and mobilisation	Standing community partner and entry point in Nabajuzi for the whole project period. Leads stakeholder/community engagement across thematic areas, community entry, awareness raising (IEC), Peatland User Groups mobilisation and community capacity building. Facilitates community sensitization meetings.	• Stakeholder map & engagement plan • Awareness guide, IEC materials • Strengthened user-group / governance structures
Socio-economic assessment	Produces the quantitative evidence base on people and livelihoods in the peatland. Profiles user groups, livelihood systems and income sources, disaggregated by gender, vulnerability and user group. Quantifies opportunity costs of moving from drainage-based to wet land use and estimates incentive gaps.	• Socio-economic baseline report • Opportunity cost analysis with enterprise budgets; benefit-sharing options and incentive estimates
Land and resource rights analysis	Establishes the tenure and resource-use situation in the potential project area using C4's tenure toolset. Tenure inventory, participatory GIS mapping, documentation of customary rights and claims.	• Land tenure and land-use rights inventory and GIS layer
ToC & benefit-sharing consultancy (tendered assignment)	Prepares a community-driven draft project-level Theory of Change and inputs to the draft benefit-sharing framework and site-specific Benefit-Sharing Plan required under the CCM Regulations 2025. Desk review and community governance mapping, consultation methodology, DLG entry meeting, 4 district meetings and 8 community consultations (2 per district), under the guidance of the international VCS advisory support.	• Inception report incl. consultation methodology • Entry and district meeting documentation • Georeferenced consultation documentation • Final report: draft ToC, findings, benefit-sharing inputs, gaps, FPIC & engagement roadmap
International VCS advisory support	Methodological lead and quality assurance for VCS and CCM readiness. Phase 1: regulatory readiness, tenure toolset, ToC process design, FPIC / consultation templates and training of all field actors; remote backstopping. Phase 2: turns field evidence into the BSM framework, template contracts and roadmap to PD readiness.	• Regulatory readiness note • Tenure toolset • ToC process design & templates • Capacity building • BSM framework, contracts, PD roadmap, national workshop