

**MINISTERIAL ENGAGEMENT BRIEFING:
KATE FORBES, CABINET SECRETARY FOR FINANCE
Briefing for meeting with Sir Ian Wood, Opportunity North East**

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| What | <p>A introductory meeting with Sir Ian Wood, Chair and Jennifer Crow, Chief Executive of Opportunity North East (ONE).</p> <p>ONE have requested this meeting to discuss their work on:</p> <ul style="list-style-type: none"> • The Seafood Transformation Project; • ETZ progress and Energy Transition fund; • Green Jobs Fund; • Significant job losses in oil & gas sector. |
| When | <p>Microsoft teams meeting on Thursday 4 March from 1100 to 1130.</p> |
| Key Message(s) | <p>The impact of Covid-19 and EU exit has had a severe impact on the Scottish economy. The Food and Drink sector in Scotland and in particular seafood has been hardest hit. The Seafood Transformation Project will be placed to play an important role in the recovery of the seafood processing sector in Scotland.</p> |
| Why | <p>An opportunity to discuss ONE's Seafood Transformation Project and the future of the seafood processing sector in Scotland.</p> <p>ONE have indicated that they also wish to touch on issues surrounding the ETZ progress and Energy Transition fund, the Green Jobs Fund and job losses in oil & gas sector.</p> |
| Expected outcome | <p>To welcome this introductory meeting and the role and achievements that the ONE organisation has made to encourage economic growth in the North East of Scotland.</p> |
| Supporting officials | <p>George Burgess, Deputy Director, Food and Drink, 07917212903. [Redacted under Section 38].</p> <p>George Burgess is a member of the steering group for the Seafood Transformation Project and Steven Scott is a member of the working group.</p> |
| Briefing contents | <p>Annex A: Background; Annex B: Suggested points to make and handling; Annex C: Seafood Transformation presentation [<i>provided separately</i>] Annex D: ETZ progress and Energy Transition Fund; Annex E: Green Jobs Fund; Annex F: Job losses in the oil and gas sector; Annex G: Digital Tech Scaler.</p> |

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Annex A

Background and proposed agenda

- The Seafood Transformation Project is as £77m investment project over 5 years to achieve a step change in the seafood processing industry in NE Scotland.
- This business case is seeking to secure £38m of public sector funding to leverage private sector investment at sufficient pace to capture the added value opportunity from increased landings, especially post Brexit.
- It is estimated that this joint investment could grow annual industry turnover by between £150M and £246M, increasing total Scottish GVA by £130M - £356M over the 5-year programme with an ongoing gain in annual GVA of £43 – £119M thereafter.
- The economic impact appraisal suggests between 900 and 2,490 jobs could be created – the majority directly in seafood processing, many in the supply chain, and with a smaller number in the wider economy.
- Priority areas for action and investment include market and product development, processing innovation and advanced manufacturing facilities, and sustainability programmes for energy, waste and provenance.
- Sir Ian met with Mr McKay and Mr Matheson on 24 April and 5 December 2019 to discuss ONE's ambition for the North East region and where SG and wider agencies may be able to support this.
- Sir Ian last met with Mr Ewing on 31 August 2020 to discuss the Seafood Transformation Project and the next meeting is scheduled for 19 March 2021.
- ONE is currently leading the business case development for an industry-wide investment programme, working with the Scottish Seafood Association, Seafood Scotland, Scottish Government, Scottish Enterprise, Aberdeenshire Council and Aberdeen City Council.
- The Scottish Government has provided £15,000 in funding towards the development of the business case.
- ONE believe the draft Business Case is sufficiently complete and strong at the moment to take to Government to enable early discussion around the project, hence the request to meet with Ms Forbes as Cabinet Secretary for Finance.
- ONE are seeking financial support for the Seafood Transformation Project. Public sector/private funding has been detailed over the lifetime of the project. The main public sector request is for capital funding, and EMFF has been identified by ONE as the most likely source.
- Scottish Government have been given a one year settlement of £14m for the EMFF replacement. This is significantly below what we would have expected, and the one year nature of the funding does not allow for strategic investment nor long term infrastructure investment
- UKG have announced a £100m package of support for the fishing industry, however we have had no further information on this money other than to be advised it is likely to be direct spend in Scotland for projects that have UK wide benefit, despite this being a direct infringement of devolution.
- ONE have met with David Duguid. He has advised that he is putting together a series of capital investment projects for the Prime Minister's office in which the Seafood Transformation project has been included within the Scottish plan for shovel-ready investments.

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- Sir Ian may use this meeting to request what type of funding could be made available from Capital Spending Review allocations.

Agenda

ONE have proposed the following:

- ONE continuing to make good progress through private sector leadership;
- ETZ – an exciting significant project for Scotland and the Energy Transition Fund approval is at final stages. The good news is that ONE received approval in principle from the UK Chancellor this morning
- Seafood Transformation Project;
- Green Jobs Fund;
- Employment position – oil & gas job losses, hospitality (changes in the Tier Level system), tourism;
- Digital tech scaler – digital support for industry sectors.

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Annex B

Suggested point to make and handling

- Thank you for requesting this meeting. Interested to learn more about the work of Opportunity North East and your thoughts around how the Scottish Government can support this work;
- The impact of Covid-19 has been severe for the food and drink sector in Scotland, the Seafood Transformation Project will be well placed to play an important role in the recovery of the seafood processing sector in Scotland;
- I am pleased that the Scottish Government has been able to fund (£15,000) towards the development of the business case;
- I would be grateful for an update on the business case and in particular timelines for its development and next steps;
- Mindful that EU Exit has had serious implications on our seafood exports to the EU market, does the business plan take into account the impacts of Covid and EU exit on the sector;
- The Government remains concerned about the resilience of some parts of the processing sector, what additional effort do you see can be made to encourage diversification, add value and increase demand on international and domestic markets.
- UKG has only given us £14m for one year in EMFF replacement, £6m of which is to replace previous data and compliance funding that we received under the EMFF. This is significantly less than we are entitled to and the short term nature of the funding makes strategic investment impossible.
- We have not been informed about the £100m. We understand that the intention is for this funding to be delivered on a UK basis. This funding is clearly for devolved powers and it should be for Scottish Ministers to make the appropriate spending decisions. We are also clearly best placed to provide the necessary governance and deliver meaningful benefits from this additional funding.
- Scottish Government capital funding supports economic growth by investing directly in businesses to boost innovation and employment, funding research and development, and capitalising the Scottish National Investment Bank. Such funding seeks to encourage additional investment from the private sector, boosting overall economic activity.

Handling:

- We propose that Ms Forbes will make some initial opening remarks and then she will open the discussion up to Sir Ian.

Annex C

Seafood Transformation presentation [*provided separately*]

ETZ progress and Energy Transition Fund

Project Description

- Opportunity North East (ONE) seek to create an Energy Transition Zone (ETZ) in partnership with Aberdeen City Council, Aberdeen Harbour Board and Scottish Enterprise, sited adjacent to Aberdeen South Harbour Expansion
- The ETZ will create a place to attract and develop green energy related R&D, innovation, manufacturing, testing, demonstration and services, and the business and skills to support energy transition activities. In particular, the ETZ will
 1. Provide landside facilities for offshore wind, high-value manufacturing, operations and maintenance support for future ScotWind licensing and other offshore wind developments.
 2. Provide the supporting infrastructure for emerging large-scale hydrogen production, storage and distribution and supply chain activities.
 3. Support activities relating to testing of emerging low carbon technologies including floating wind and green energy, support for the major CCUS projects in the UK in particular CO2 transportation, and storage, business incubation, innovation and skills development.
 4. Establish an energy skills academy to deliver appropriate skills training and qualifications to the industry. This would include re-skilling, upskilling and developing the future workforce

Funding

- ONE have requested £26.3m from SG, and the proposal has been included within the suite of projects identified for funding via the Energy Transition Fund. UKG match funding is also being sought, bringing total public sector funding to £53m.
- ONE have worked closely with the ETF Programme Team to develop their proposal, and submitted their Final Business Case to the ETF Steering Group on 15 February 2021. It is currently under consideration by the Steering Group for agreement in principle.
- The FBC states that Government funding is anticipated to leverage in private sector funding of £67m to pump prime the project. This initial investment will unlock further activity, bringing the total investment to £215m.
- The initial investment will focus on enabling offshore wind and hydrogen production, provide research and development infrastructure for floating wind and green hydrogen, and facilities for business incubation and scaling green start-ups as well as skills development.

Economic and Environmental Benefits

- Gross job creation of c. 2,500 FTEs in Aberdeen at its peak (2030) and c.£400 million GVA. It is estimated 30% of these jobs would be realised from 2023.
- Additional benefits include increased local community wealth building through contributions of local content, increased wellbeing through enhanced greenspace and facilities for community use and increased biodiversity.
- The project is also expected to make a meaningful contribution to the delivery of the net zero targets. The offshore wind activities associated with the ETZ could contribute c. 1-2% of the UK's net zero requirement.

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- It is important to note that these benefits are as a result of the full £215 million investment, with the SG funding acting as a catalyst to unlock further investment and subsequently these benefits.

Energy Transition Fund

A £62 million pound Energy Transition Fund (ETF) was announced by Scottish Government on June 2020. The projects that will be considered under the ETF are:

- The Global Underwater Hub
- The Energy Transition Zone based in Aberdeen
- Aberdeen Hydrogen Hub and ACORN Hydrogen
- Net Zero Transition Technology Project led by OGTC's Net Zero Solution Centre

Top Lines

- The £62 million Energy Transition Fund (ETF) was announced by the Scottish Government in June 2020. This investment will support our energy sector to grow and transition as Scotland moves to net zero emissions by 2045.
- We want to create and protect jobs in the North East, and across Scotland, by opening up opportunities through the energy transition and harnessing private sector funding.
- The investment will also benefit the wider Scottish energy sector and broader supply chain, working with local businesses to maximise the economic benefits, create and support sustainable jobs and contribute to inclusive economic growth across the country – this is central to our approach to net zero to ensure it is a just transition and no one is left behind.

We are working with project partners to support them as they develop business cases at pace

- The approval of business cases by the ETF Steering Group will allow these projects to move into delivery phase, as well as articulating their economic benefits.
- Projects are expected to attract significant private sector interest and investment across the programme.
- The Energy Transition Fund is focused on consideration of the four project/project groups listed above, as such is it not currently seeking new project proposals.
- The investment will also benefit the wider Scottish energy sector and broader supply chain, working with local businesses to maximise the economic benefits, create and support sustainable jobs and contribute to inclusive economic growth across the country.
- It is important that we support a just transition to net zero that supports emissions reductions while ensuring that workers and communities benefit. Skills and place based solutions for those communities most impacted will be critical.

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Energy Transition Fund Issue - Media reports have indicated that the Chancellor will announce more than £57m of investment in jobs and green energy in Scotland in the UK Budget.

- This includes £27m for the Energy Transition Zone in Aberdeen and £5m for Global Underwater Hub, both projects which are currently under consideration by Scottish Government's Energy Transition Fund.

Background

- The £62 million Energy Transition Fund (ETF) was announced by the Scottish Government in June 2020 as part of the economic response to the Covid pandemic. It will support our energy sector to grow and transition as Scotland moves to net zero emissions by 2045.
- The investment will also benefit the wider Scottish energy sector and broader supply chain, working with local businesses to maximise the economic benefits, create and support sustainable jobs and contribute to inclusive economic growth across the country – this is central to our approach to net zero to ensure it is a just transition and no one is left behind.
- On 1 March, it was reported in the media that the Chancellor would announce in Wednesday's Budget that £27m and £5m would be allocated towards the Energy Transition Zone (ETZ) and Global Underwater Hub (GUH) projects respectively.
- It is officials' understanding that the business cases for these projects will still be required to go through UKG departmental processes before final funding approval, similar to the work that Scottish Government has undertaken for these projects under the auspices of the Energy Transition Fund since June 2020.

ETZ and GUH progress under Energy Transition Fund

- Officials have been working closely with Opportunity North East (ONE) and Subsea UK on the development of their business cases since June 2020.
- **ETZ** - A full business case was submitted to the ETF Steering Group on 22 Feb where agreement in principle was given to provide £26.3m SG grant funding, dependent on additional clarity being provided by ONE around project governance and risks. Officials have fed these comments back to ONE and continue to work closely with them to obtain this final clarity and move to the grant offer stage.
- **GUH** - Subsea UK resubmitted their full business case in February, after taking on board Scottish Government feedback. This is currently being reviewed internally with the expectation that it can be taken to the next ETF Steering Group meeting on 22 March to consider for approval.

LINES TO TAKE

- We welcome the UK Government's commitment that they will match Scottish Government's planned investment in the Energy Transition Zone and Global Underwater Hub, which we announced in June last year under ETF.
- By providing early indication that Scottish Government would consider investment in these projects under the Energy Transition Fund, it was always intended that this would help leverage funding from other sources, such as UK government.

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- The business cases for these projects are currently at a late-stage of consideration under the Energy Transition Fund, and we would expect to make our own announcement on investment in the near future.

Green Jobs Fund

TOP LINES

We have a national mission to create new jobs, good jobs and green jobs, backed by £1.1bn investment announced in the budget to support people into employment and equip them with the skills they need.

- In response to the pandemic, we established a package of support to help young people, including £60m for the **Young Person's Guarantee** and £15m to establish the **Apprenticeship Employer Grant**.
- The Scottish Budget includes an initial additional investment of £125m for the **Young Person's Guarantee**, the **National Transition Training Fund** and broader skills and employability all-age support.
- There is also an additional £21m being provided to the Scottish Funding Council to support **Foundation and Graduate Apprenticeships**.
- The Budget also announced the first phase of our five-year £100m **Green Jobs Fund** and a commitment to establish a **Green Jobs Workforce Academy**.
- Our new **Inward Investment Strategy** will attract investment into Scotland, with the potential to generate 100,000 high value jobs over the next decade.
- Our **Infrastructure Investment Plan**, which will set out £26bn of key investments, focuses on driving inclusive economic growth, the transition to net zero, and building resilient and sustainable places, to secure a recovery from Covid-19 - supporting over 45,000 jobs.
- We have increased investment in the **Parental Employability Support Fund** by a further £2.35m, bringing in-year investment in 2020/21 to £7.35m, supporting low income parents to access or progress in work thereby lifting themselves and their families out of poverty.
- Our **Flexible Workforce Development Fund** – already doubled to £20m for workforce development – has been opened up to non-Levy paying SMEs.
- The draft budget commits £27m for **Fair Start Scotland** in 2021/22, providing personalised support for unemployed disabled people, those with health conditions or other barriers to moving into fair and sustained work.
- The draft budget also supports the **Employability Fund, Community Jobs Scotland** and **No One Left Behind** - providing vital employability support.
- We will ensure that individuals who face the greatest inequalities and risk of long term unemployment are at the forefront of those who will benefit from support.
- Our **Workplace Equality Fund** 20/21, which advances equality in the workplace, is currently supporting 12 projects with over £300,000.
- We are also providing over £400,000 to initiatives that promote workplace equality and **support women to return to work** following a career break.

SUPPORT FOR YOUNG PEOPLE

We recognise the significant impact that this pandemic is having on young people and that is why we have established a package of support to help young people, including £60 million for the Young Person's Guarantee and £15 million to establish the Apprenticeship Employer Grant.

- The Scottish Budget includes an initial additional investment of £125 million for the Young Person's Guarantee, the National Transition Training Fund and broader skills and employability support.

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- The ambition of the Young Person's Guarantee is that, within two years, every person aged between 16 and 24 will have the opportunity to study; take up an apprenticeship, job or work experience; or participate in formal volunteering.
- The Budget also provides for an additional £21 million for the Scottish Funding Council to support Foundation and Graduate Apprenticeships.
- From the launch of the scheme on 17 August to 31 December, we have paid out more than £190,000 in Job Start Payments, helping 695 young people with the costs of starting a new job.
- Our Minority Ethnic Recruitment toolkit aims to support employers to improve the recruitment of minority ethnic people and gives advice on the importance and use of workforce data to help determine approaches for recruitment campaigns.

JOB RETENTION SCHEME

We have repeatedly called on the UK Government to ensure the Job Retention Scheme will continue to be available to businesses and workers for as long as it is required, and urge the Chancellor to commit to supporting businesses and sectors that may experience a slower pace of recovery.

- While we welcomed the Chancellor's long overdue announcement that the Job Retention Scheme will be extended across the UK until the end of April 2021, it is now clear the scheme will be needed beyond April.
- We urge the Chancellor to extend the furlough scheme until the restrictions on the economy have been lifted and we are seeing significant and sustained recovery, following the example of countries such as Germany.
- This should include a commitment to ongoing support for businesses and sectors likely to remain closed or restricted for some time to come and that may experience a slow pace of recovery.
- For example, the Accommodation & Food sector continues to be severely affected. A large proportion of businesses are closed and a high proportion of the workforce remains on furlough.
- We also remain concerned about those workers who cannot benefit from the scheme.
- The Economy Secretary wrote to the Chancellor on 6 January asking that the cut-off date of 30 October for entry to the scheme be reviewed, to ensure people who have taken up new jobs since then can access this support.

SELF-EMPLOYED PEOPLE

We have already called upon the Chancellor to review the groups of self-employed people who are excluded from the Self-Employed Income Support Scheme, and to review the entry criteria to open up support to self-employed people who have so far been excluded.

- The scheme remains poorly targeted, and offers no relief for people who have become self-employed more recently.
- We call upon the UK Government to review the entry criteria, as with the Job Retention Scheme, to open up this support to self-employed people who have so far been excluded.
- This could be done by broadening eligibility for the scheme while tying payments more closely to actual income loss.

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- We have allocated £30m for newly self-employed people in order to mitigate the financial challenges for those who are unable to access the UK Government's Self Employment Income Support Scheme (SEISS).
- We have increased the local authority discretionary fund to £120 million, which is empowering local authorities to direct funding to specific groups or sectors within their areas.
- At the end of December, 112,000 people in Scotland made claims to the third SEISS scheme (6% of claims UK wide) to a total value of £315m.

REDUNDANCIES

I am acutely aware of the impacts that redundancy announcements can have on individuals and on families.

- We are investing an additional £100 million to tackle rising unemployment and address retraining needs, which includes £5 million for the expansion of PACE.
- Our PACE initiative offers free advice and is available to all individuals affected by redundancy, no matter the size of the business or the number of employees.

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Annex F

Job losses in the oil and gas sector

- The Scottish Government recognises that the oil and gas sector is continuing to be significantly affected by the impact of the COVID-19 virus, compounded by the oil price shock and the fall in gas prices.
- The impact of COVID-19 on the industry and sharp falls in investment are expected to have led to significant job losses, with OGUK estimating in 2020 that up to 30,000 jobs could be lost in the UK over the period from 2020-2021 if action to help the sector is unsuccessful.
- Total number of employees supported by PACE across Oil and Gas employer sites since 1st April 2020: 9071 (Direct jobs only, in Scotland) Oil and Gas UK estimate the number of job losses in the Oil and Gas sector to be in the region of 12,000 (this figure includes indirect employment such as contract workers)
- The Aberdeen and Grampian Chambers of Commerce Oil and Gas survey carried out in Autumn 2020 found that nearly half (48%) of contractors reported decreasing their workforce over the previous 12 months, which is significantly more than the 3% who expected to reduce their workforce during 2020 when asked in 2019. Over a quarter (26%) of contractors reduced their workforce by up to 10% and over a fifth (22%) have reduced their workforce by more than 10% over the course of the year.
- The Oil and Gas and Energy Transition Strategic Leadership Group, chaired by the Energy Minister has met nine times since April 2020, working to identify support for the sector, including opportunities in workforce retention, skills and training, drawing upon the efforts of OGUK's Pandemic Steering Group and the OGA's Supply Chain Taskforce.
- The sector continues to play an important role in our energy mix, in helping to ensure a secure energy supply; providing feedstock to support the petrochemical and fertilizer industries; and as a raw material providing finished products in fuel, plastic industrial chemical and pharmaceutical industries .
- The sector will help to design the diverse energy system we need for the future, including options such as hydrogen production and developing floating wind and marine energy, with many businesses already diversifying into these areas.
- A £62 million pound Energy Transition Fund (ETF) was announced by Scottish Government on June 2020. This package of investment for the North East will support our energy sector and help us make significant progress on energy transition as we move toward a net zero society by 2045. We want to protect existing jobs and create new jobs in the North East, and across Scotland, by opening up opportunities through energy transition and harnessing private sector funding - as companies move from oil and gas to low carbon and renewable investments.

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- The National Transition Training Fund aims to tackle the rise in unemployment caused by Covid-19 by offering short sharp training opportunities for people to learn in-demand skills. The £25 million fund will provide people with tailored support to identify relevant training and employment opportunities, followed by funded training to match each individual's needs.
- We need a just transition that supports sustainable economic growth and jobs. The oil and gas sector can and will play a positive role in this transition, helping to channel its resources and innovative supply chain to design the diverse energy system we need for the future. It is crucial that a sustainable and resilient future is developed for those who work in the oil and gas sector and its supply chain, whose skills and expertise will be vital for the transition to a zero carbon future.
- The knowledge and experience of the oil and gas sector and its supply chain will be very important for developing and investing in essential low carbon technologies, such as Carbon Capture Utilisation and Storage – a technology that is seen by experts such as the UK Committee on Climate Change and International Energy Agency as being vital to achieving Scottish, UK and international climate emissions targets.
- Since the start of the pandemic, our support for business and the economy totals almost £3 billion. When the pandemic began, we moved rapidly to put in place a support package worth over £2.3bn to provide lifeline support to businesses. As prevalence of the virus has increased, so has our support to businesses. Since October we have allocated over £715 million to business support, including an additional £225 million announced in December. We have prioritised the largest programmes to help as many businesses as possible and more than £660 million of the £715 million is already live.

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Annex G

TECH SCALERS

Background

- You have recently approved advice recommending that the tech scaler network is established through a procurement process rather than grant funding for reasons of fairness, financial prudence and to ensure there are binding contractual controls in place over what will be a significant medium-term public investment.
- The timeline for this process is that we intend to publish a 'Procurement Information Notice' prior to the pre-election period on 25 March. This will set out what we intend to procure and seek feedback from potential bidders.
- This feedback will be used to develop the document into a full statement of requirement for bids. We intend to award the contract in the summer.
- That more progress has not been made on Tech Scalers since the report's publication it proved impossible to source the required level of resource funding from pre-set 2109/20 budgets and to make the case to Finance for immediate multi-year funding during a very difficult budget exercise.
- With Mr Logan now contracted and funds available, progress is accelerating and Tech Scaler procurement is the Digital Economy Unit's number 1 priority. We have also secured a dedicated procurement professional. In short, Ministers and stakeholders will begin to significant progress across the programme.

Sir Ian's position

- Sir Ian was one of very few senior stakeholders with whom Mr Logan consulted prior to publication. He has strongly supported the report and has maintained a strong interest in supporting the tech ecosystem.
- He funds One Tech Hub in Aberdeen in partnership with Codebase and we understand that the direction of travel is for Codebase to eventually be the chief operator of the facility. Given this partnership and his relationship with the Codebase founders, he may well lobby on their behalf.

[Redacted under Section 33]

- In addition, we will build into the statement of requirement a criterion that requires bidders to demonstrate how they will partner rather than compete with existing providers. For example, the successful bidder will require to satisfy us that they will e.g. work to embed top class commercial education into existing sites.
- It should be noted that Mr Logan will shortly be in touch with Sir Ian to arrange a meeting to seek his detailed feedback on next steps and that the programme intends to draw on his advice and support.
- Finally, following your very helpful feedback on programme governance we will shortly revert to you with further advice on the composition of the Board. Sir Ian (or one of his senior advisors) is on a shortlist of names that we are considering to strengthen the Board.

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Lines to take

- The budget allocates £7m for year 1 of implementation and this will be a multi-year programme. This will be supplemented through investment in education and skills – the Review is now touchstone for how we intend to invest in future skills.
- We will shortly announce a governance structure for the Programme. And I am sure that Mark will not mind me sharing with you that we have contracted him to lead the programme. This is a significant step – I can't think of another area where an industry figure is leading a Government programme. I understand Mark will soon be in touch to seek you advice on next steps.
- I hope this makes clear our commitment to implementation and to ensuring that this is an industry led process.
- On Tech Scaler we will soon announce that the intention is to issue a procurement exercise though I'm sure you're aware of this from your relationship with Codebase. The intention is to issue a contract over the summer.
- We are opting for contracts rather than grants simply because the level of investment will be too significant over a multi-year period to justify the use of discretionary grants. Its important the process is fair and transparent, and that we allow multiple parties to develop proposals.
- However I have been clear with officials that the procurement exercise must ensure that we do not create unhelpful duplication of competition with either Codebase or One Tech Hub. These are Scotland's only scaled incubators and the Tech Scaler project should add firepower to that work rather than jeopardising it.
- I expect Codebase to be a strong bidder, but either way there will be clauses built into the procurement to ensure implementation strengthens the ecosystem.