



Ministry of Economic Transformation

Request for Expressions of Interest

For

Internal Audit Manual Consultancy

Ref No: 001CFU25

Issue date: 15 December 2025

Instructions to Consultancy firms

Reference Number: 001CFU25

15 December 2025

Internal Audit Manual Consultancy

1. The *Government of Belize* has received financing from the Green Climate Fund towards building the capacity of the Ministry of Economic Transform (MET) with the aim of becoming accredited as a Direct Access Entity (DAE) to the Green Climate Fund and intends to apply part of the proceeds for the recruitment of consulting services, for which this REOI is issued.

The use of any Green Climate Funding financing shall be subject to MET and Ministry of Finance approval, pursuant to the terms and conditions of the financing agreement, as well as GCF's rules, policies and procedures. GCF and its officials, agents and employees shall be held harmless from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature brought by any party in connection with Readiness 12 Programme.

2. The client now invites expressions of interest (EOIs) from legally constituted consulting firms to provide consulting services to execute the assignment: ***Development of Internal Manual***. More details on these consulting services are provided in the preliminary terms of reference (PTOR) attached as **Annex 1**.
3. Before preparing its EOIs, the firm is advised to review the preliminary terms of reference attached as **Annex 1**, which describe the assignment and **Annex 2** that details the evaluation of the technical qualifications.
4. The firm shall not have any actual, potential or reasonably perceived conflict of interest. A firm with an actual, potential or reasonably perceived conflict of interest shall be disqualified unless otherwise explicitly approved by the Fund. A firm including their respective personnel and affiliates are considered to have a conflict of interest if they a) have a relationship that provides them with undue or undisclosed information about or influence over the selection process and the execution of the contract, b) participate in more than one EOI under this procurement action, c) have a business or family relationship with any individual that was, has been or might reasonably be directly or indirectly involved in any part of (i) the preparation of this expression of interest, (ii) the selection process for this procurement, or (iii) execution of the contract. The firm has an ongoing obligation to disclose any situation of actual, potential or reasonably perceived conflict of interest during preparation of the EOI, the selection process or the contract execution. Failure to properly disclose any of said situations may lead to appropriate actions, including the disqualification of the firm and the termination of the contract.
5. All firms are required to comply with the GCF Addressing Fraud, Corruption and Other Prohibited Practices, and Policies Addressing Anti-Money Laundering and Countering The Financing Of Terrorism (hereinafter, "GCF's Anticorruption Policy") in competing

for, or in executing, the contract.

- a. If determined that a firm or any of its personnel or agents, or its sub-firms, sub-contractors, service providers, suppliers, sub-suppliers and/or any of their personnel or agents, has, directly or indirectly, engaged in any of the prohibited practices defined in GCF's Anticorruption Policy¹ or integrity violations such as sexual harassment, exploitation and abuse as established in GCF's Prevention and Protection from Sexual Exploitation, Sexual Abuse, and Sexual Harassment² in competing for, or in executing, the contract, the EOI may be rejected or the contract may be terminated by the client.
- b. In accordance with GCF's Anticorruption Policy, the Fund has the right to sanction firms and individuals, including by declaring them ineligible, either indefinitely or for a stated period of time, to participate in any GCF-financed and/or GCF-managed activity or operation. A debarment includes, *inter alia*, ineligibility to: (i) be awarded or otherwise benefit from any GCF-financed contract, financially or in any other manner; (ii) be a nominated sub-contractor, firm, manufacturer, supplier, sub-supplier, agent or service provider of an otherwise eligible firm being awarded an GCF-financed contract; and (iii) receive the proceeds of any loan or grant provided by the Fund. The Fund also has the right to recognize debarments issued by other international financial institutions in accordance with its Anticorruption Policy.
- c. Firms and any of their personnel and agents, and their sub-firms, sub-contractors, service providers, suppliers, sub-suppliers and any of their personnel and agents are required to fully cooperate with any investigation conducted by the Government of Belize (GOB) or Green Climate Fund, including by making personnel available for interviews and by providing full access to any and all accounts, premises, documents and records (including electronic records) relating to this selection process or the execution of the contract and to have such accounts, premises, records and documents audited and/or inspected by auditors and/or investigators appointed by the GOB or Fund.
- d. Firms have the ongoing obligation to disclose in their EOI and later in writing as may become relevant: (i) any administrative sanctions, criminal convictions or temporary suspensions of themselves or any of their key personnel or agents for fraud and corruption, and (ii) any commissions or fees paid or to be paid to agents or other parties in connection with this selection process or the execution of the contract. As a minimum, firms must disclose the name and contact details of the agent or other party and the reason, amount and currency of the commission or fee paid or to be paid. Failure to comply with these disclosure obligations may lead to rejection of the EOI or termination of the contract.
- e. Firms are required to keep all records and documents, including electronic records, relating to this selection process available for a minimum of three (3) years after notification of completion of the process or, in case the firm is awarded the contract, execution of the contract.

¹ <https://www.greenclimate.fund/document/gcf-b11-18>

² <https://www.greenclimate.fund/document/gcf-b23-14>

6. The Fund requires that all beneficiaries of GCF funding or funds administered by GCF, including the client, any firms, implementing partners, service providers and suppliers, observe the highest standards of integrity during the procurement and execution of such contracts.
7. **Procedure:** Procurement of the Internal Audit Manual Consultancy will be carried out through open tendering procedures, using the Quality and Cost Based Selection (QCBS) method in accordance with the Government's Public Procurement Procedures Handbook. The client will evaluate the EOIs using the criteria provided in **Annex 2**. The shortlisted firm(s) will be provided with the detailed TORs and asked to submit a detailed technical and financial offer. The evaluation will include a review and verification of qualifications and past performance, including a reference check, prior to the contract award.
8. Any request for clarification on this EOI should be sent via e-mail to the address below no later than 10:00 a.m., local time, 22 December 2025. The response to all clarification requests will be made by 29 December 2025.
9. **Submission Procedure:** EOIs can be submitted either physically or electronically. Qualified firms should submit in English via email, in PDF format as a single document to christopher.tapia@met.gov.bz or submit one (1) original and two (2) copies in a sealed envelope properly marked "Internal Audit Manual Consultancy". The Deadline for submission is no later than Friday, 9 January 2026, by 12:00 p.m. local time. Hard copies of the expression of interest should be submitted to the following address:

Mr. Christopher Tapia
Climate Finance Officer
Climate Finance Unit
Ministry of Economic Transformation
Sir Edney Cain Building, Ground Floor, Right Wing,
Belmopan City, Belize, Central America
Email: christopher.tapia@met.gov.bz
Ref. "Internal Audit Consultancy"

Yours sincerely,

Leroy Martinez
Ag. Director
Climate Finance Unit (CFU)

Form EOI-1
EOI Submission Form

(Date/Location)

(authorised person's name)

Re: Development *Internal Audit Manual (GCF Readiness 12)*

Ref: 001CFU25

I, the undersigned, declare that:

1. We are expressing our interest in providing the consulting services for the above-mentioned assignment and have no reservations to the EOI, the instructions to the firms and any addenda thereto.
2. Our expression of interest is open for acceptance for a period of ninety (90) days.
3. Our firm, its associates, including any subcontractors or suppliers for any part of the contract, have not been declared ineligible by the Fund and have not been subject to sanctions or debarments under the laws or official regulations of the client's country or not been subject to a debarment recognized under the Policy on Prohibited Practices³, beyond those declared in paragraph 9 of this EOI submission form.
4. We acknowledge and accept the GCF Anticorruption Policy. We certify that neither our firm nor any person acting for us or on our behalf has engaged in any prohibited practices. Further, we acknowledge and understand our obligation to report to **integrity@gcfund.org** any allegation of prohibited practice that comes to our attention during the selection process or the contract execution.
5. No attempt has been made or will be made by us to induce any other firm to submit or not to submit an EOI for the purpose of restricting competition.
6. We acknowledge and accept the GCF's Prevention and Protection from Sexual Exploitation, Sexual Abuse, and Sexual Harassment Policy. We certify that neither our firm nor any person acting for us or on our behalf has engaged in any sexual harassment, sexual exploitation or abuse. Further, we acknowledge and understand our obligation to report to **integrity@gcfund.org** any allegation of sexual harassment, sexual exploitation and abuse that comes to our attention during the selection process or the contract execution.
7. The following commissions, gratuities, or fees have been paid or are to be paid with respect to the selection process: *[Insert complete name of each recipient, its full address, the reason for which each commission or gratuity was paid and the amount and currency of each such commission or gratuity.]*

³ <https://www.greenclimate.fund/sites/default/files/document/policy-prohibited-practices.pdf>

Name of Recipient	Address	Reason	Amount	Currency

(If none has been paid or is to be paid, indicate “none.”)

8. We declare that neither our consulting firm nor any of its directors, partners, proprietors, key personnel, agents, sub-consultants, sub-contractors, consortium and joint venture partners have any actual, potential or perceived conflict of interest regarding this selection process or the execution of the contract. *[insert if needed: “other than the following:” and provide a detailed account of the actual, potential or perceived conflict].* We understand that we have an ongoing disclosure obligation on such actual, potential or perceived conflicts of interest and shall promptly inform the client and the Fund, should any such actual, potential or perceived conflicts of interest arise at any stage of the procurement process or contract execution.

9. The following criminal convictions, administrative sanctions (including debarments) and/or temporary suspensions have been imposed on our consulting firm and/or any of its directors, partners, proprietors, key personnel, agents, sub-firms, sub-contractors, consortium and joint venture partners:

Nature of the measure (i.e., criminal conviction, administrative sanction or temporary suspension)	Imposed by	Name of party convicted, sanctioned or suspended (and relationship to the firm)	Grounds for the measure (i.e., fraud in procurement or corruption in contract execution)	Date and time (duration) of measure

If no criminal convictions, administrative sanctions or temporary suspensions have been imposed, indicate “none”.

10. We acknowledge and understand that we shall promptly inform the client about any material change regarding the information provided in this EOI submission form.

11. We further understand that the failure to properly disclose any of information in connection with this EOI submission form may lead to appropriate actions, including our disqualification as firm, the termination of the contract and any other as appropriate under the GCF Corruption Policy in its Projects and Operations.
12. We understand that you are not bound to accept any EOI that you may receive.

[Authorized signatory]

[Name and title of signatory]

[Name and address of firm]

Form EOI-2
Organization of the Firm

Re: *Development of Internal Audit Manual*

Ref: 001CFU25

[Provide a brief description of the background and organization of your firm/entity and of each associated firm for this assignment. Include the organization chart of your firm/entity. The EOI must demonstrate that the consultant has the organizational capability to carry out the assignment. The qualifications document shall further demonstrate that the consultant has the capacity to field and provide experienced replacement personnel on short notice. Key staff CVs are not required at the shortlisting stage.]

Name of the firm	
Date of establishment	
Country of registration	
Full address of the firm	
Focal point: name, position, contact information (telephone, email):	Name:
	Tel:
	Email:
Number of branches in the country	
Country(ies) of operations with number of branches in each country	
Number of full-time employees	
Number of part-time employees	
Field(s) of expertise of the firm	
Number of professional staff with experience related directly to the assignment	

<p>Subsidiary and associated companies (<i>wherever applicable</i>): (details in the following format to be provided for all associates) –</p> <ul style="list-style-type: none"> (i) Name of the company (ii) Nature of business (iii) Address of the company (iv) Website of the company (v) Brief description of company (maximum of 120 words) 	
<p>Any other information that the consultant would like to add:</p>	

Maximum 10 pages

Form EOI-3
Experience of the Firm

Re: *Development of Internal Audit Manual*

Ref: 001CFU25

[Using the format below, provide information on each relevant assignment for which your firm, and each associate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under the preliminary terms of reference included in this EOI. The EOI must demonstrate that the consultant has a proven track record of successful experience in executing projects similar in substance, complexity, value, duration, and volume of services sought in this procurement.

Maximum 20 pages]

Assignment name:	Approx. value of the contract (in current US\$):
Country: Location within country:	Duration of assignment (months):
Name of client:	Total No. of staff-months of the assignment:
Address, and contact details (including email address(es)):	Approx. value of the services provided by your firm under the contract (in current US\$):

Start date (month/year): Completion date (month/year):	No. of professional staff-months provided by associated consultants:
Name of associated consultants, if any:	Name of proposed senior professional staff of your firm involved and functions performed (indicate most significant profiles such as project director/coordinator, team leader):
Narrative description of project:	
Description of actual services provided by your staff within the assignment:	

Name of Firm: _____

ANNEX 1

PRELIMINARY TERMS OF REFERENCE (PTOR)

Development of Internal Audit Manual Consultancy GCF Project BLZ-RS-012

1. BACKGROUND

Belize, like many other Small Island Development states (SIDS), is vulnerable to climate change impacts such as extreme flooding, warmer temperature, sea level rise, and erosion. A 2014 assessment categorized Belize's vulnerability index to climate change as extremely high: ranking 9th on the list of 38 other countries in Latin America and the Caribbean (CAF, 2014), emphasizing the importance for Belize to mitigate and adapt to climate change in its short-, medium- and long term development plans. Also, the Vulnerability and Adaptation Assessment conducted in 2019 shows that the coastal, fisheries, water, and agriculture sectors are all at risk to these impacts of climate change, which in turn will impact the country's economy as these sectors are great contributors to Belize's GDP. Nonetheless, Belize has made significant progress to respond to those climate change related challenges, but much more is still required. According to Belize's first Biennial Update Report by the National Climate Change Office (NCCO), support needed for the country is grouped into three different categories: technical assistance, financial support, and capacity building (BUR, 2020). To address the following needs, key funding agencies, such as the GCF, will need to support the government to meet its Nationally Determined Contribution. Additionally, a resource requirement report states that an estimated USD 1,906 million is needed to meet the updated Belize NDCs for 2030. The Ministry of Economic Transformation (MET), in its pursuit of seeking GCF accreditation as a Direct Access Entity (DAE), has internally assessed its institutional structures under a previous GCF-funded readiness which identified several gaps that are preventing MET in meeting the fund requirements. The main gaps that remain to be addressed in this new readiness are (I) the lack of adequate internal financial management systems such as procurement and auditing policies and guidelines aligned to GCF requirements. Also highlighted in the GCF Country Programme is the need to strengthen the communication capacity of the NDA, housed within the Climate Finance Unit (CFU). Through an ongoing GCF readiness programme, a communication officer is assisting the NDA in putting together a strategy to engage with stakeholders about climate adaptation. A continuation of the communication officer's role is needed to build upon the previous readiness and to further strengthen the communication mechanism for the NDA. This includes the creation of a digital repository to facilitate the monitoring and tracking of climate change projects within the CFU.

This proposed readiness grant is informed through an internal assessment and recommendation of the MET (primarily using the GCF Self-Assessment Tool) and a gap assessment and action plan conducted through a previous GCF readiness grant. The current readiness grant will provide technical support to strengthen the operational policies of MET to enable its compliance with GCF accreditation requirements.

The objective of this Readiness is to address remaining institutional gaps for MET against the GCF's accreditation standards, which inhibit Belize's ability to fully access more climate finance from entities such as the GCF. Through this Readiness grant, the MET will be better positioned to seek GCF accreditation to access more direct climate finance for the country. In doing so, Belize will increase its national capacity to access finance for resilience building and to further its climate agenda, as outlined in the Nationally Determined Contribution (NDC), the National Climate Change Policy Strategy and Action Plan

(NCCPSAP), Belize's Country Programme for Engagement with the Green Climate Fund 2022, Plan Belize – Medium Term Development Strategy 2022-2026 and Horizon 2030. The project will do so through two of the GCF's five readiness objectives:

(1) Objective 1: Capacity Building - GCF recipient countries and relevant stakeholders set up adequate systems – human, technical and institutional – that enable them to fulfil their roles and responsibilities towards the GCF and enhance their ability to achieve their objectives; and

(5) Objective 5: Knowledge sharing and learning - GCF recipient countries have benefited from increased levels of awareness, knowledge sharing and learning that contribute to their developing and implementing transformational projects in low-carbon and climate-resilient development pathways.

This will be done through the following outcomes and outputs:

(1) Strengthened capacity of the MET to meet and maintain the GCF's Accreditation Standards as a Direct Access Entity (DAE) applicant through (i) Building a robust and functioning internal audit function within MET, (ii) Developing adequate procurement procedures, policies, and guidelines across MET's operations.

(2) Build Knowledge Sharing and Learning Platform through (i) creating a digital repository to facilitate the monitoring and tracking of climate change projects within the CFU; (ii) improving the communication mechanism for the NDA to reach and engage with stakeholders through a direct response feature; and (iii) developing a knowledge and awareness strategy and implementation plan for the NDA, inclusive of communications products.

The direct beneficiary of this Readiness proposal are the units and departments within the Ministry of Economic Transformation, as the Ministry is seeking GCF accreditation. These include the Policy and Planning Unit, the Climate Finance Unit, the Belize-EU Cooperation, among others. The indirect beneficiaries include relevant government ministries (Ministry of Agriculture, Ministry of Sustainable Development) whose work would benefit from MET accreditation, and all stakeholders who liaise with the MET to access climate finance or interact with climate funds such as the GCF, Adaptation Fund, and Multilateral Development Banks.

2. OBJECTIVES

The objective of this assignment is to support MET in establishing an effective internal audit function through the development and implementation of a comprehensive Internal Audit Manual aligned with the Institute of Internal Auditors (IIA) International Professional Practices Framework (IPPF), International Standards on Auditing (ISA), and GCF accreditation requirements.

3. SCOPE OF SERVICES

The Consultancy Firm is required to undertake the following activities:

- a. Conduct an inception mission, finalize the methodology, stakeholder engagement plan, and work plan including milestones.
- b. Undertake a review of existing MET systems, policies, procedures, and other relevant documentation to identify gaps relevant to internal audit development.

- c. Develop a comprehensive Internal Audit Manual that includes:
 - Internal audit governance and mandate
 - Risk-based internal audit planning
 - Detailed internal audit methodologies for financial, operational, and procurement audits
 - Compliance testing procedures aligned to GCF requirements
 - Internal control assessment framework
 - Fraud risk assessment and reporting mechanisms
 - Standardized reporting templates, working papers, and audit evidence requirements
 - Follow-up procedures for management actions
- d. Develop training materials, handbooks, and templates to support institutionalization of the audit function.
- e. Deliver a pilot internal audit on a selected process area relevant to procurement or financial controls and support MET with post-audit reporting and recommendations.
- f. Organize one inception and one validation workshop to obtain stakeholder feedback on the draft Manual.
- g. Organize one sensitisation training session for MET staff.
- h. Revise and finalize the Internal Audit Manual, incorporating feedback from MET and stakeholders.

4. RESPONSIBILITIES OF MET

The Ministry of Economic Transformation (MET) shall:

- Provide access to all relevant policies, procedures, financial records, procurement files, agreements, reports, and strategic plans relevant to the assignment.
- Facilitate consultations and engagement with MET personnel and relevant stakeholders, including the Internal Audit Unit of the Ministry of Finance and other government agencies as needed.
- Provide timely feedback on deliverables and ensure internal coordination for validation and approval.
- Ensure availability of key counterpart staff for collaboration and capacity building activities.
- Support logistical arrangements required for the inception and validation workshops.
- The Ministry of Economic Transformation, upon submission of receipts and prior approval, shall be responsible for reimbursable expenses, including costs for printing of the Internal Audit Manual and transportation
- The Ministry shall provide conference rooms and stationery items as necessary.

5. RESPONSIBILITIES OF THE CONSULTING FIRM:

The consulting firm shall:

- Liaise with MET staff, the Internal Audit Unit in the MOF, and other partners and stakeholders to develop an internal audit manual for MET.
- Advise management and staff on the implementation of guidelines developed in the manual.
- Organize and convene an inception workshop and validation workshop for the manual, targeting all relevant internal and external stakeholders.

- Develop training materials, handbooks, templates for effective sensitization of the audit manual.
- Identify opportunities for pragmatic efficiency and effectiveness improvements, focusing on internal controls and risk analysis consistent with GCF policies and GAAP.
- Conduct a 2-day training session on the implementation of the completed internal audit manual.
- Conduct a pilot audit on a small area with post audit support (review of audit report) to show.
- Perform other functions of his/her area of expertise that may be assigned by the Director of the Climate Finance Unit.

6. REPORTING AND DELIVERABLES

The Consultant will submit the following deliverables:

1. Inception Report (Week 2):
Detailed methodology, stakeholder engagement plan, workplan, and schedule.
2. Sensitization workshop (Week 5):
Conduct Stakeholder sensitization, get preliminary feedback and outline the roadmap for the consultancy.
3. Draft Internal Audit Manual (Month 4):
Comprehensive draft Manual with procedures, templates, and frameworks.
4. Validation Workshop Report (Month 5):
Summary of feedback and recommendations from stakeholders.
5. Final Internal Audit Manual (Month 6):
Complete Manual incorporating validated changes.
6. Training Package (Month 6):
Training materials, presentations, templates, and guidance notes.
7. Pilot Internal Audit Report (Month 7):
Audit findings, recommendations, and lessons learned.

No.	Report	Deliverables	Timeframe	Indicative Payment (%)
1	Inception Report	Inception Report must include: <ul style="list-style-type: none"> • Detailed scope of work • Methodology • Timelines (Gantt Chart) • Milestones including stakeholder engagement 	2 weeks after signing the contract	10%
2	Sensitization workshop	Organize and convene a half-day stakeholder workshop to sensitize stakeholders of the project objectives and get preliminary feedback to inform about the importance of the internal audit manual and outline the roadmap for the consultancy.	5 Weeks after signing the contract	10%

3	Draft Internal Audit Manual	Develop a first draft Internal Audit Manual that sets out guidelines for the execution of financial and operational audits, and guidelines for internal audit reports on procurement.	4 months after signing the contract	25%
4	Validation Workshop	Conduct a half-day validation workshop on the internal audit manual with MET and other relevant stakeholders approx. 50 people including MSDCC NGOs, and other private and public sector actors.	5 months after signing the contract	15%
5	Final Manual	Develop a final draft Internal Audit Manual that sets out guidelines for the execution of financial and operational audits, and guidelines for internal audit reports on procurement, using lessons learnt from the validation workshop.	6 months after signing the contract	20%
6	Training package	Develop training materials including manuals, handbooks, and templates (in a form that can be used to facilitate future training) for the	6 months after signing the contract	10%
7	Pilot Audit and Final Report	Institutionalization of the Internal Audit Manual. Pilot audit and post audit support to be developed and presented as a case study in the training sessions. Conduct a 2-day training session with MET staff and approx. 50 relevant stakeholders on the new internal audit manual with a target of attaining a gender balance.	7 months after signing the contract	10%
				100%

7. PROFESSIONAL QUALIFICATIONS AND EXPERIENCE REQUIREMENTS

The consultancy firm must demonstrate the following qualifications and experience, which will be assessed at the **firm level** rather than solely based on individual team members:

- Minimum of **3 years of proven experience** providing audit-related consultancy services, including successful development of internal audit manual, risk management, internal controls, and governance support.
- Completed **at least one (1) assignment of similar scope and complexity**, particularly for public sector institutions or international development projects locally or in CARICOM regional in the past 5 years.

Financial Capacity of the firm:

- Minimum **annual turnover of BZD\$90K** over the past 3 years, supported by financial statements.

8. COORDINATION

The firm will report to Project Manager of Readiness 12 (Green Climate Fund). The contract will be managed by MET with oversight by the Director of the Climate Finance Unit. MET focal points will support coordination and document access.

9. DELIVERY FORMAT AND CONFIDENTIALITY:

- a. All deliverables must be submitted in English in editable format (MS Word, Excel, etc.)
- b. Individuals from the selected consulting firm employed for the Internal Audit Manual consultancy must be guided by the Public Service Regulations, including taking the Oath of Confidentiality.
- c. The Service Provider shall not engage in any activity that conflicts with their obligations to the Government during the course of work.

ANNEX 2

Qualification and Evaluation Criteria

Item	Criteria	Pass/Fail
A	Financial Capacity of Firm	Y/N
	The firm demonstrates a minimum average annual turnover of BZD 90,000 over the past three (3) years , supported by audited or certified financial statements or equivalent financial evidence.	
B	General Experience of Firm	
	The firm has at least three (3) years of proven experience providing audit-related consultancy services, including internal audit manuals, risk management, internal controls, and governance support.	
C	Specific Experience of Firm	
	The firm has successfully completed at least one (1) assignment of similar scope and complexity for a public sector institution and/or an internationally funded development project within the last five (5) years , locally or within the CARICOM region.	
	Pass/Fail	

Only firms that meet all mandatory criteria will be shortlisted and invited to submit Technical and Financial Proposals at the RFP stage.

