

ANNEX 1

TERMS OF REFERENCE

Consultancy Services - Individual

“Consultancy Services for the development of Grievance Redress Mechanisms (GRM) for Belize Social Investment Fund”

GCF Project BLZ-RS-014

1. BACKGROUND

The Belize Social Investment Fund (BSIF), in its pursuit of seeking GCF accreditation must internally assess its institutional structures in meeting the GCF fund requirements. The Government of Belize is focused on ensuring that the country is on track to meeting its national climate and development goals, and international climate ambitions. This translates to putting Belize further on the path toward lowering emissions and increasing climate resilience. The country’s overall development blueprint is found in the #PlanBelize Medium-Term Development Strategy (MTDS) 2022- 2026 and Horizon 2030. These strategies outline Belize’s medium- and long-term goals, respectively. Notably, the MTDS includes Strategic Objective #5: Protection of the Environment, that directly speaks to the targets outlined in our nationally determined contributions (NDCs), national adaptation plans (NAPs), and other sectoral policies and guiding documents. The National Climate Change Policy Strategy and Action Plan (NCCPSAP) explain the climate profile of the country, including the vulnerabilities in key sectors, and provides a guide on how to mainstream climate resilience into national development plans and sectoral policies for an integrated approach to climate change mitigation, adaptation, and sustainable development. Belize’s NDC will be undergoing its next update later this year, which will aim to provide an accurate snapshot of the country’s priorities and mitigation/adaptation targets, including alignment with the sectoral NAPs that have been developed for the water and coastal zone and fisheries sectors, to maintain the country’s commitment to the global climate objectives of the United Nations Framework Convention on Climate Change (UNFCCC).

The country’s key regulatory agencies play a vital role in the collaborative efforts to achieve the objectives of the above-mentioned policies. These include the Ministry of Economic Development – national planning ministry and responsibility to maximize access to climate finance; the National Climate Change Office (NCCO) – guides GOB’s climate change policies, reports to the UNFCCC, responsible to vet NAPs and documents that are aligned to the NDC; and the Ministry of Blue Economy and Disaster Risk Management (MBEDRM) – the DRM arm of the ministry has the responsibility for the National Meteorological Service (NMS) -- monitoring changes in weather patterns – storms and precipitation, and the National Emergency Management Organization (NEMO) – government body designed to prepare for and respond to climate and weather hazards. Quasi government, statutory bodies that are tied to this project include the Belize Social Investment Fund – implements social initiatives that target the human development needs especially in rural areas of Belize – and the University of Belize – the national flagship university that is pursuing the development of degree programs and research opportunities tied to the development and climate agenda of the country. All these institutions are adept at enabling the engagement of civil society organizations, indigenous peoples, and local communities in several aspects of their work and jurisdictions. The ministries and government offices are required to consult with a wide range of stakeholders, including indigenous groups, NGOs, CSOs, private sector entities,

who might be affected by projects or initiatives that the ministries engage with. The BSIF, as a statutory body, also follows rigorous stakeholder consultations for all the projects that they undertake. They are especially sensitive to the inputs of local communities, as most of their work takes place in rural communities or in municipalities in general. Each entity has their own institutional mandate, but they are all committed to engaging with each other and with the wider Belizean public to ensure country ownership and maximum buy-in.

One of the initiatives of this Readiness is to address remaining institutional gaps for BSIF 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 BSIF 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 Program 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 GCF's five readiness objectives:

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

Objective 2: Strategic framework - to address policy gaps, improve sectoral expertise, and enhance enabling environments for GCF Programming in low emission investment

2. OBJECTIVE OF ASSIGNMENT:

The objective of this assignment is to strengthen the Belize Social Investment Fund (BSIF) GRM framework to ensure alignment with national and international standards required for GCF accreditation. The Consultant shall;

- a. Develop a comprehensive GRM Policy and Manual aligned to Belize's legal framework, CARICOM, and GCF/IFI GRM standards;
- b. Operationalize the manual through practical tools and templates; and
- c. Build institutional capacity through *structured training*, stakeholder validation, and a phased implementation support plan.

3. RESPONSIBILITIES OF BSIF

The Belize Social Investment Fund (BSIF) shall:

1. Provide access to all available and relevant policies (national), procedures, records, files, agreements, reports, and plans relevant to the assignment.
2. Facilitate consultations and engagement with BSIF personnel and relevant stakeholders.
3. Provide timely feedback to Project Manager on deliverables and ensure internal coordination for validation and approval.
4. Ensure availability of key counterpart staff for collaboration in achieving the expected deliverables.
5. Support logistical arrangements required for the inception and validation workshops.

4. SCOPE OF SERVICES:

1. Collaborate with BSIF personnel, partners, and stakeholders to formulate a GRM policy that aligns with national guidelines, ensuring a strategic integration of BSIF for accreditation and other IFIs' GRM policies.
2. Advise management and staff on the implementation of the policy and manual.
3. The Consultant shall organize and convene an inception workshop and validation workshop for the GRM policy targeting and engaging directly with the Ministry of Education, Culture, Science and Technology, Ministry of Health and Wellness, Ministry of Rural Transformation, Community Development, Labour and Local Government, relevant rural community leaders, and representatives of vulnerable groups. These consultations are essential to validate the proposed GRM pathways and ensure that the recommended reporting mechanisms are practical, viable, and trusted by stakeholders at the community level.
4. Develop a comprehensive GRM Manual/document that includes:
 - a. A GRM structure and mandate (to be expanded on the deliverables)
 - b. Detailed GRM methodologies
 - c. The consultant is obligated to guarantee that the GRM methodologies are culturally suitable for the various communities served by BSIF. The design of intake channels must cater for, but not be limited to, non-digital, rural populations, employing accessible formats such as in-person interactions, paper-based materials, or templates for community meetings. This also encompasses reporting mechanisms, accessibility options, channels, evaluation forms, and jurisdictional considerations.
 - d. Structures and procedures for different types of grievances.
 - e. **Development of a Registry.** The Consultant shall develop a GRM Registry to record all grievances received, actions taken, responsible officers, and resolution status, ensuring accessibility for monitoring and audit purposes.
5. Develop a comprehensive GRM Communications Strategy and Outreach Plan to ensure all project-impacted communities are aware of their rights and the procedures for filing a grievance.
 - i. Develop training materials and templates for effective institutionalization of the policy and instruction manual.
 - ii. Develop a comprehensive risk assessment matrix tailored for grievance reporting process. This matrix should systematically identify potential risks, propose effective mitigation strategies, and establish ongoing monitoring mechanisms. Special emphasis must be placed on risks related to retaliation against individuals reporting grievances, breaches of confidentiality throughout the process, and the emergence of social friction within the organization. The matrix should ensure that all identified risks are addressed through clear procedures, responsible parties, and regular reviews to maintain a safe and trustworthy reporting environment,
 - iii. Ensure all outputs comply with Belize's national GRM Policy.
 - iv. Explicitly require the consultant to integrate the GCF IRM's dual-function approach into BSIF's manual: *Problem Solving* (dispute resolution/mediation) and *Compliance Review* (investigation of policy breaches). Furthermore, add a mandatory deliverable for an Anti-Retaliation and Confidentiality protocol. In rural projects, fear of reprisal is a major barrier to reporting grievances. The manual must outline how BSIF will protect complainants'

identities and manage retaliation risks, aligning with the IRM's updated Retaliation module.

- 6. Conduct a capacity assessment of BSIF Grievance mechanisms to identify gaps and training needs and conduct a one-day training session on the Grievance policy and manual for BSIF and other key stakeholders.
- 7. Develop a **GRM toolkit** including:

Section	Contents
Policy & Guidance	Framework, operational guidelines, legal references
Templates	Intake forms, acknowledgement letters, resolution agreements and basic risk register template
Process Tools	Flowcharts, case tracking system, escalation protocols
Communication	Posters, brochures, hotline scripts
Capacity Building	Training modules, case studies, monitoring indicators
Reporting	Annual reports, audit checklists, feedback surveys

- 8. Recommend mechanisms for continuous facilitation of supporting processes.
- 9. Integrate mechanisms into the policy manual, ensuring due process, transparency, and defined escalation procedures for disputes.

5. CONTRACT REPORTS AND TIMELINE

The consultancy shall be conducted over a period of six (6) calendar months. The consultant is required to explicitly allocate and document the necessary level of effort (at minimum eighty-four (84) working days) to fulfill all deliverables within this specified timeframe, thereby ensuring that the expectations regarding scope and workload are distinctly articulated.

Furthermore, the Readiness project (GRM) encompasses during the consultancy a concurrent consultancy aimed at improving the BSIF Monitoring and Evaluation (M&E) online database. To ensure seamless integration, the consultant is obligated to collaborate directly with the IT/M&E consultant, thereby guaranteeing that the grievance logging system is both technically aligned and functionally integrated within BSIF’s comprehensive management information system. This requirement for coordination is compulsory and must be substantiated through collaborative work sessions, shared technical specifications, and synchronized reporting outputs.

- 1. **Inception Report – 2 Weeks**
 - a. Inception Report outlining the detailed scope of work, methodology, Gantt chart timeline, key milestones, and stakeholder engagement plan (further detail in deliverables and payment mechanisms).
- 2. **Stakeholder sensitization workshop – 1 month**
 - a. Conduct a stakeholder sensitization workshop within the first month to introduce the assignment and collect preliminary input.
 - b. Conduct capacity assessment of BSIF Grievance mechanisms to identify gaps and training needs
 - c. Derive information to develop a comprehensive GRM Communications Strategy and Outreach Plan
 - d. Derive information to develop a **GRM toolkit**

3. Draft GRM Policy Manual, Communication Strategy & Outreach Plan and Develop GRM Toolkit – 3.5 Months

- a. Prepare first Draft GRM Policy Manual aligned with national GRM Policy.
- b. Develop a comprehensive GRM Communications Strategy and Outreach Plan
- c. Develop a **GRM toolkit**
- d. The first Draft GRM Manual, GRM Communications Strategy & Outreach Plan and GRM Toolkit should offer multiple entry points for grievances, which includes all necessary written forms and digital submissions. It must guarantee processes for impartial investigations and prompt resolutions. Additionally, it should incorporate standardized templates and clear escalation pathways, while also aligning with international safeguard standards.

4. Final GRM Policy Manual – 4.5 Month

- e. Revise draft documents based on feedback and delivery from validation workshop.
- f. Final GRM Policy – once included the recommendations of the Validation workshop. The final document will be presented to the Project Manager and BSIF focal point for review and approval.

5. Training Package and Training Delivery – 5 months

The consultant after final review and approval will:

- o Organize a one-day training workshop for approximately 50 participants, ensuring gender balance among BSIF frontline staff, GRM investigators, and decision-makers. The session should be inclusive and designed to help stakeholders fully understand the importance of utilizing the various grievance forms that will be applied.

Standard Policy and Manual Requirements:

The GRM Policy and Manual must include a ***practical, adaptable risk register template*** tailored to grievance activities. This template should capture risks across intake, investigation, resolution, and reporting processes, categorize them by likelihood and impact, and outline mitigation and contingency measures. It must remain flexible to evolving institutional contexts while consistent with governance and accountability standards.

The consultant is required to **define and document risk mitigation strategies** that comply with national legal requirements and institutional policies. These strategies must identify potential risks across all grievance stages, propose mitigation measures aligned with Belize's statutory framework, and ensure consistency with international safeguard standards. Clear procedures, responsibilities, and monitoring mechanisms must be embedded to guarantee enforceability and legal soundness.

Finally, the Manual must include a **complaint handling and escalation protocol** that ensures due process and transparency. This protocol should define procedures for grievance intake, registration, investigation, resolution, and appeals, with timelines and responsibilities at each stage. It must safeguard impartiality, ensure accessibility for all stakeholders, and provide escalation pathways to higher authorities when grievances remain unresolved. Documentation and disclosure requirements must be integrated to uphold transparency and compliance with both national and international standards.

6. Deliverables and Payment Mechanisms

No	Deliverables	Delivery Date	Indicative Payment %	Acceptance Criteria
1	Inception Report - Detailed scope of work - Methodology - Milestones for training, awareness, and system activation - Milestones including stakeholder engagement - Outline of approach for GRM - Timelines (Gantt Chart)	2 weeks after signing contract	20% payment	Inception report is complete as per No. 1 , reviewed and endorsed by Project Manager of GCF Readiness 14, and approved by the Director of the CFU within one (1) week of submission by the consultant.
2	Activity 1.3.1.1 Conduct Inception Workshop for the development of BSIF Grievance Redress Mechanism	1 month after signing Contract		Organize a one-day training workshop for approximately 50 participants, ensuring gender balance among BSIF frontline staff, GRM investigators, and decisionmakers, in which information is derived and consolidated to prepare, the Development of the BSIF Grievance Redress Mechanism, to include, Communications Strategy and Outreach Plan, and the creation of a GRM toolkit. The Consultant shall be deemed to have satisfactorily conducted the Inception Workshop for the development of the BSIF Grievance Redress Mechanism (GRM) upon fulfillment of the following criteria: Stakeholder Engagement - Key BSIF officials, relevant ministry representatives, and academia are formally invited and actively participate. - Attendance records and participant lists are documented. Presentation of Objectives & Methodology - Consultant clearly presents the purpose, scope, and methodology for developing the GRM.

				○ Workshop materials (agenda, slides, handouts) are prepared and disseminated on the day of invitation to workshop. 3. Structured Dialogue & Feedback Collection ○ Facilitated discussions capture stakeholder perspectives on grievance handling, inclusivity, and compliance with national/international safeguards. ○ Feedback is systematically recorded using standardized templates or minutes. 4. Validation of Approach ○ Stakeholders provide consensus validation of the proposed framework, ensuring alignment with BSIF’s institutional mandate and national policies. ○ Any concerns or recommendations are documented and addressed in the revised work plan. 5. Documentation & Submission ○ A formal Inception Workshop Report is submitted to BSIF and project manager, including: ▪ Summary of proceedings ▪ Stakeholder inputs ▪ Validated approach and next steps ○ Report is delivered within five (5) working days of the workshop.
3	Activity 1.3.1.2 Develop BSIF Grievance Redress Mechanism to include: communications Strategy and Outreach Plan and Development of a GRM toolkit	3.5 months after signing contract	40% payment	The Consultant shall be deemed to have satisfactorily developed the BSIF Grievance Redress Mechanism (GRM) upon fulfillment of the following criteria: 1. Framework & Policy Alignment

				○ A complete GRM framework is drafted, consistent with BSIF’s institutional mandate. ○ Alignment with national legislation and international safeguard standards (e.g., World Bank, GCF) is demonstrated. 2. Operational Procedures ○ Standard Operating Procedures (SOPs) are developed for grievance intake, investigation, resolution, appeals, and monitoring. ○ Multiple entry points for grievances are established (written forms, hotline, digital submissions). 3. Case Management System ○ A grievance logging and tracking database/tool is developed or integrated into BSIF’s management information system. ○ System allows for monitoring, reporting, and escalation of cases. 4. Comprehensive Strategy Development ○ The Consultant prepares a clear communications strategy that defines objectives, target audiences, key messages, communication channels (print, digital, community outreach), and timelines. ○ Evidence: submission of a written strategy document with structured sections and implementation roadmap. 5. Implementation & Monitoring Framework ○ The plan includes practical steps for rollout (community meetings, media campaigns, stakeholder briefings) and establishes indicators to monitor outreach effectiveness (e.g., number of stakeholders reached, feedback collected). ○ Evidence: monitoring matrix with indicators, responsibilities, and reporting schedule.
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				6. Comprehensive and Practical Content. The Consultant develops a toolkit that consolidates all essential grievance handling resources, including templates (intake forms, risk registers, case tracking sheets), step-by-step guidance notes, and Standard Operating Procedures (SOPs). The toolkit must be adaptable to different project contexts while remaining consistent with BSIF’s governance, accountability, and reporting standards. Evidence: submission of a complete toolkit document with annexed templates and procedural guides. 7. Accessibility and Usability. The toolkit is designed to be user-friendly, accessible to staff and stakeholders, and compliant with national legal requirements and international safeguard frameworks. It must include clear instructions, visual aids (flowcharts, checklists), and guidance for diverse users, ensuring inclusivity and transparency. Evidence: pilot testing feedback, user manual, and confirmation of alignment with statutory and safeguard standards.
4	Activity 1.3.1.3 Conduct validation workshop for BSIF Grievance Redress Mechanism and submit to Board of Directors for approval (approval will be granted by a validation of the final document by key stakeholders prior to the training workshop AND approval of the document by the BSIF board of directors - presentation of the GRM will be given during a board meeting along with official submission of the final GRM)	4.5 months after signing contract	20% payment	The Consultant shall be deemed to have satisfactorily completed the validation workshop and submission of the BSIF Grievance Redress Mechanism (GRM) upon fulfillment of the following criteria: 1. Stakeholder Validation. The Consultant convenes and facilitates a validation workshop with key stakeholders, including BSIF officials, relevant ministries, and community representatives. The final draft GRM document is presented, reviewed, and validated by consensus. Evidence of validation shall include signed attendance sheets, workshop minutes, and stakeholder endorsements.

				2. Documentation of Feedback. All stakeholder inputs, concerns, and recommendations arising from the validation workshop are formally recorded. A Validation Report is prepared and submitted to BSIF, summarizing proceedings, feedback received, and confirmation of stakeholder agreement. 3. Successful acceptance will be evidenced by the implementation of policies and operational manuals that ensure the GRM is practical, legally compliant, and trusted by the affected parties. 4. Final Deliverable 1. Submission of the finalized GRM document, SOP manual, training materials, and case management tool. 2. Delivery of a comprehensive Final Report summarizing methodology, stakeholder engagement, and recommendations. 5. Presentation of final document. 1. The Consultant delivers a formal presentation of the validated GRM document to focal point BSIF and Project Manager. 2. During a scheduled BSIF Board of Directors meeting. Board members are provided with copies of the final GRM and supporting documentation. Evidence shall include the meeting agenda and presentation materials to stakeholders. 3. Official Submission and Approval. The finalized GRM document is formally submitted to the BSIF Board of Directors for approval. Approval shall be evidenced by a
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				Board resolution or signed endorsement confirming adoption of the GRM.
5	Activity 1.3.1.4 Conduct training workshop for BSIF stakeholders on Grievance Redress Mechanism	5 months after signing contract	20% Payment	The Consultant shall be deemed to have satisfactorily conducted the training workshop upon fulfillment of the following criteria: 1. Delivery of Training Content. The Consultant prepares and delivers a structured training program covering the BSIF Grievance Redress Mechanism framework, Standard Operating Procedures (SOPs), case intake, investigation, resolution, appeals, and monitoring. Evidence shall include the training agenda, presentation materials, and handouts provided to participants. 2. Stakeholder Participation and Capacity Building BSIF staff and relevant stakeholders actively participate in the workshop, with inclusivity and gender balance observed. Evidence shall include signed attendance sheets, participant feedback forms, and documentation of interactive exercises or role-plays conducted during the session. 3. Documentation and Reporting A formal Training Workshop Report is submitted to BSIF and Project Manager within five (5) working days of the workshop. The report shall summarize awareness, proceedings and participant engagement. Evidence shall include annexes of attendance lists, feedback summaries, and training materials.

7. PROFESSIONAL ATTRIBUTES, QUALIFICATIONS AND EXPERIENCE REQUIREMENTS

Requirements for the Consultant, this is a local consultancy, and consultant should possess the following academic and expertise requirements:

Key Expert: **Grievance Redress Expert**

1. Education: Minimum of a bachelor's degree in Community Development, Development Studies, Public Policy/Administration, Sociology, Anthropology, Conflict Resolution, Governance, Social Work, Law or related field.
2. Minimum of 2 years; experience in negotiation, conflict resolution, community engagement, training needs assessment, organizational development or related field.
3. Successfully completed at least two (2) assignments within the last five (5) years involving the design, development, review/strengthening or implementing of one or more of the following:
 - a. Grievance Redress Mechanism
 - b. Stakeholder Engagement Plans
 - c. Social Safeguards Frameworks
 - d. Environmental and Social Management Systems
4. Experience with GRM procedures for national systems, GCF, IFIs, or donor-funded projects will be considered an asset.
5. Demonstrated ability to align GRM *frameworks* with national Policy, regional (CARICOM) standards, and international financial institution (IFI) requirements (e.g., CDB, GCF, World Bank, IDB) (would be considered an asset).
6. Knowledge of international environmental and social safeguard standards and grievance redress mechanisms;
7. Skills in policy development, stakeholder engagement, institutional assessments, process design, and capacity building; and
8. The ability to design and implement accessible, transparent, gender-responsive, and effective grievance redress mechanisms aligned with national and international best practices.

8. DURATION AND LOCATION

- Duration: six (6) months commencing from the date of engagement.
- Location: Remote, with frequent visits to the Belize Social Investment Fund (BSIF)

9. COORDINATION:

- The Consultant will report to the Project Manager of Readiness 14 (Green Climate Fund). The contract will be managed by MET with oversight by the Director of the Climate Finance Unit.
- BSIF focal point will *support* coordination and document access.

10.DELIVERY FORMAT AND CONFIDENTIALITY:

- All deliverables must be submitted in English in editable format (MS Word, Excel, etc.)