

ANNEX 1

TERMS OF REFERENCE

Consultancy Services - Individual

“Consultancy Service for the Development of Grievance Redress Mechanism (GRM) for Ministry of Economic Transformation (MET)”

GCF Project BLZ-RS-014

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 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 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.

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 Transformation– 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 Public Service, Governance and Disaster Risk Management

(MPSGDRM) – 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. Non-governmental agencies 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 programmes 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. 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.

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

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 GRM for MET, (ii) Developing adequate GRM procedures, policies, and manuals across MET's operations. Outcome 1.1. Country NDAs or focal points and the network/systems that enable them to fulfil their roles, responsibilities and policy requirements are operational and effective.
- 2) Strategic framework. Outcome 2.2. GCF recipient countries have developed or enhanced strategic frameworks 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 Ministry of Economic Transformation's GRM framework to ensure alignment with national and international standards required for GCF accreditation. The Consultant shall

- (i) develop a comprehensive GRM Policy and Manual aligned to Belize's legal framework, CARICOM, and GCF/IFI GRM standards;
- (ii) operationalize the manual through practical tools and templates; and
- (iii) build institutional capacity through **structured training**, stakeholder validation, and a phased implementation support plan.

3. RESPONSIBILITIES OF MET

The Ministry of Economic Transformation (MET) 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 MET personnel and relevant stakeholders.
- 3. Provide timely feedback 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.
- 6. The Ministry of Economic Transformation, upon submission of receipts and prior approval, shall be responsible for reimbursable expenses, such as cost for printing of manuals and transportation.
- 7. The Ministry will provide conference rooms and stationery items as necessary.

4. SCOPE OF SERVICES:

The scope of services:

- 1. Collaborate with MET personnel, partners, and stakeholders to formulate a GRM policy that aligns with national guidelines, ensuring a strategic integration of MET 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 civil society organizations, 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:
 - 1. A GRM structure and mandate (to be expanded on the deliverables)
 - 2. Detailed GRM methodologies
 - 3. The consultant must ensure that the GRM methodologies are culturally appropriate for the different Institutions, Ministries, and communities that MET serves, covering all districts and their distinct cultures. 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. Furthermore, the consultant is recommended to incorporate translation processes and facilitation services for local languages, particularly, Garifuna, Q'eqchi', and Mopan Maya, to guarantee equitable access for all. This Terms of Reference (ToR) require that the consultant outlines and details how traditional, community-led dispute resolution frameworks, including the Alcalde system and village councils, will interact and collaborate with the formal MET GRM

processes, thereby promoting synergy between customary practices and institutional mechanisms.

4. Structures and procedures for different types of grievances.
5. Develop a comprehensive GRM Communications Strategy and Outreach Plan to ensure all project-affected 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 required that the consultant to integrate the GCF IRM's dual-function approach into METs 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 MET will protect complainants' identities and manage retaliation risks, aligning with the IRM's updated Retaliation module.
 - v. Conduct a capacity assessment of MET Grievance mechanisms to identify gaps and training needs.
6. Conduct a one-day training session on the Grievance policy and manual for MET 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.

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. Derive information to develop a **GRM toolkit**

3. Draft GRM Policy Manual and Develop GRM Toolkit – 3 Months

- a. Prepare first Draft GRM Policy Manual aligned with national GRM Policy.
- b. The first Draft GRM Manual 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.
- c. Develop a **GRM toolkit**

4. Final GRM Policy Manual 4 Months

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

5. Training Package and Training Delivery - 4.5 months

The consultant after final review and approval will:

- Organize a one-day training workshop for approximately 50 participants, ensuring gender balance among MET 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 1.1.1.1 Conduct Inception Workshop for the development of MET Grievance Redress Mechanism.	1 month after signing Contract		Organize a one-day training workshop for approximately 50 participants, ensuring gender balance among MET frontline staff, GRM investigators, and decisionmakers, in which information is derived and consolidated to prepare, the Development of the MET Grievance Redress Mechanism, to include a GRM toolkit. The Consultant shall be deemed to have satisfactorily conducted the Inception Workshop for the development of the MET Grievance Redress Mechanism (GRM) upon fulfillment of the following criteria: Stakeholder Engagement - Key MET 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 MET 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 MET and project manager, including: - Summary of proceedings - Stakeholder inputs - Validated approach and next steps - Report is delivered within five (5) working days after the workshop.
3	Activity 1.1.1.2 Develop MET Grievance Redress Mechanism	3 months after signing contract	40% payment	The acceptance criteria for the Development of the MET GRM will necessitate the establishment of a fully functional, transparent, and accessible system within the Ministry of Economic Transformation (MET). This system must have a clearly defined institutional structure, mandate, and procedures.

				The mechanism 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. The Consultant shall be deemed to have satisfactorily developed the MET Grievance Redress Mechanism (GRM) upon fulfillment of the following criteria: ○ Framework & Policy Alignment ○ A complete GRM framework is drafted, consistent with MET institutional mandate. ○ Alignment with national legislation and international safeguard standards (e.g., World Bank, GCF) is demonstrated. ○ 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). ○ Case Management System ○ A grievance logging and tracking database/tool is developed or integrated into MET management information system. ○ System allows for monitoring, reporting, and escalation of cases.
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				○ 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 MET's governance, accountability, and reporting standards. Evidence: submission of a complete toolkit document with annexed templates and procedural guides. ○ 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 1.1.1.3 Conduct validation workshop for MET Grievance Redress Mechanism for final approval of the document (approval will be granted by the validation from key stakeholders and submission to the CEO).	4 months after signing contract	20% payment	The acceptance criteria require that the workshop is convened with the participation of all key stakeholders, including MET staff, GRM investigators, decisionmakers, and representatives of beneficiary communities, ensuring gender balance and inclusivity. The workshop must provide a structured review of the draft GRM document, facilitate open discussion, and record stakeholder feedback. The Validation Workshop for Grievance Redress Mechanism must fulfill the following criteria: 1. Stakeholder Validation. The Consultant convenes and facilitates a validation workshop with key stakeholders, including MET 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 MET, 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 MET and Project Manager. 6. Official Submission and Approval. The finalized GRM document is formally submitted to the Chief Executive Officer (CEO) for official approval: Evidence of attendance and validation outcomes.
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5	Activity 1.1.1.4 Conduct Training workshop for MED and stakeholders on Grievance Redress Mechanism.	5 months after signing contract	20% Payment	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. 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.
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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, Conflict Resolution, Governance, Law or related field
2. Minimum of 3 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., GCF, World Bank, IDB) (would be considered an asset).
6. Knowledge of international environmental and social safeguard standards and grievance redress mechanisms;
7. Skilled 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 visit to the Ministry of Economic Transformation in Belmopan

9. COORDINATION:

- Reporting Responsibility: The consultant will report to MET GCF-RS 14 Project Manager and the Director of the Climate Finance Unit.
- MET focal points 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.)

- The Consultant shall perform all duties and responsibilities with the highest standards of professionalism, integrity, discretion, and confidentiality, and shall safeguard all information obtained during the course of the engagement.