TERMS OF REFERENCE

Consultancy Services – Individual Consultant

Consultancy for the Development of a Monitoring, Evaluation, Accountability, and Learning System (MEALS) for MET

GCF Project BLZ-RS-014

1. BACKGROUND

Belize is highly vulnerable to climate change, particularly flooding, rising temperatures, sea-level rise, and coastal erosion. National assessments identify the coastal zone, fisheries, water, and agriculture as especially exposed, with significant economic implications. Although progress has been made, Belize still requires technical capacity and climate finance to implement its updated Nationally Determined Contributions and strengthen resilience.

GCF BLZ-RS-014 supports the analytical work and institutional strengthening needed to improve Belize's access to and management of direct climate finance and to develop a country-driven pipeline of climate programmes and projects.

The Ministry of Economic Transformation (MET) leads climate finance policy and institutional coordination. Assessments under GCF BLZ-RS-014 identified fragmented reporting, limited capacity, weak accountability, and insufficient feedback loops, constraining compliance with GCF requirements and the Paris Agreement's Enhanced Transparency Framework.

The assignment will address these gaps by:

Developing and institutionalizing a robust Monitoring, Evaluation, Accountability and Learning System (MEALS) for the MET/NDA, including an integrated MEALS framework, practical SOPs and toolkit, a licensed digital platform for monitoring, evaluation and reporting of climate finance projects, clear institutional roles and responsibilities, performance indicators, reporting and data quality procedures, accountability mechanisms, and structured learning processes.

The Consultant will review existing practices and capacities and subsequently design, configure, and support the implementation of the MEALS digital platform, ensuring alignment with national priorities, GCF BLZ-RS-014, and international transparency obligations. The platform will strengthen monitoring, evaluation, reporting, accountability, knowledge management, and adaptive decision-making.

Key Outcomes

- **Strengthened institutional capacity:** MET adopt and consistently apply an integrated MEALS framework supported by approved SOPs.
- **Improved transparency and compliance:** Monitoring, reporting, validation, and accountability processes align with GCF BLZ-RS-014 and the Paris Agreement Enhanced Transparency Framework.
- **Enhanced stakeholder engagement:** Government, civil society, academia, and private-sector stakeholders participate in inclusive monitoring, feedback, and validation processes.
- **Institutionalized learning:** Lessons, corrective actions, and good practices are systematically captured and used for adaptive management.

Key Outputs

- **MEALS Framework:** An institutional Monitoring, Evaluation, Accountability and Learning framework comprising indicators, baselines, targets, performance measurement methodologies, evaluation schedules, accountability mechanisms, learning processes, and governance arrangements for climate finance oversight.
- **SOP Manual and Process Maps:** A complete, stand-alone, implementation-ready package of approved SOPs covering roles and responsibilities, workflow processes, decision and approval points, timelines, data management procedures, escalation protocols, stakeholder engagement mechanisms, records management requirements, and periodic review and update procedures.
- **Indicator and Alignment Tools:** Structured tools and matrices linking national climate finance activities, institutional performance indicators, GCF BLZ-RS-014 objectives, and applicable transparency and reporting requirements.
- **Reporting Tools and Templates:** Standardized reporting instruments, data-collection forms, validation checklists, performance dashboards, and reporting templates aligned with the MEALS framework and SOPs.
- **Capacity Building and Knowledge Products:** Training programmes, user manuals, knowledge-transfer materials, and practical learning resources to enable MET and partner institutions to effectively operate, maintain, and continuously apply the MEALS framework, SOPs, and software system.
- **Final Consolidated Report and Sustainability Roadmap:** A comprehensive report presenting findings, lessons learned, recommendations, institutionalization measures, resource requirements, and a sustainability roadmap for the long-term maintenance and continuous improvement of the MEALS system.
- **Monitoring and Evaluation (M&E) software:** The procurement of the licensed Monitoring, Evaluation, Accountability, Learning and Stakeholder Engagement (MEALS) software shall be financed through a separate budget allocation under **GCF**

BLZ-RS-014 and shall not be included within the Consultant's professional fees or contract price.

- The **Ministry of Economic Transformation (MET)** shall be responsible for undertaking and managing the procurement process in accordance with all applicable procurement policies, procedures, and approval requirements.
- The Consultant shall be responsible for assessing and defining the functional, technical, reporting, data management, interoperability, and user requirements of the proposed software system; developing detailed technical specifications; and providing recommendations on suitable software solutions that meet the project's monitoring, evaluation, accountability, learning, and reporting needs.
- The Consultant shall further provide technical guidance and support throughout the procurement process, including the review of technical proposals and vendor submissions, as required by MET. Following procurement, the Consultant shall support the configuration, customization, implementation, testing, and operationalization of the selected software platform to ensure it effectively supports the approved MEALS framework and institutional reporting requirements.
- The Consultant shall also be responsible for developing user protocols and guidance materials, delivering training and capacity-building sessions, and facilitating knowledge transfer to designated MET personnel to ensure sustainable operation, maintenance, and utilization of the system beyond the consultancy period.

2. OBJECTIVE OF THE ASSIGNMENT

The objective is to establish and institutionalize an integrated MEALS framework for MET, aligned with Belize's development and climate priorities, GCF BLZ-RS-014, and international transparency obligations.

Specific Tasks and Responsibilities

Task Area	Responsibilities
1. Institutional and Legal Gap Assessment	1. Review existing monitoring and evaluation legislation, policies, institutional mandates, procedures, and SOPs relevant to climate finance and resilience. 2. Identify gaps, overlaps, and inconsistencies in current frameworks, including data governance and accountability mechanisms.
2. Stakeholder Engagement and Needs Analysis	1. Conduct structured consultations with MET, partner ministries, agencies, and civil society stakeholders. 2. Assess institutional capacities, data requirements, and alignment with national climate priorities. 3. Document stakeholder perspectives to ensure inclusivity and ownership.
3. Design of MEALS Framework	1. Develop a comprehensive MEALS framework integrating indicators, baselines, targets, evaluation cycles, accountability mechanisms, and adaptive learning processes. 2. Ensure coherence with GCF BLZ-RS-014 objectives, the Paris Agreement's Enhanced Transparency Framework, Belize's national strategies, and SOPs that define MEALS roles, workflows, approval levels, timelines, and documentation requirements.
4. Development of Tools and Templates	1. Develop standardized reporting formats, evaluation templates, and data collection instruments tailored to MET's operational context. 2. Establish digital and manual systems for data management, ensuring interoperability with national and international reporting platforms. 3. Procurement of M&E software and its system including equipment.
5. Capacity Building and Knowledge Transfer	1. Deliver training workshops and technical sessions for MET staff and partner institutions. 2. Provide guidance on institutionalizing MEALS functions into project design, implementation, and reporting cycles. 1. Promote adaptive management practices and compliance with GCF standards.

6. Formulation of Institutional Alignment Strategy	1. Develop a strategy to embed MEALS functions and related SOPs within MET's organizational structure. 2. Recommend policy, procedural, and SOP reforms to strengthen MET's role as the national coordinating body for climate finance monitoring and evaluation. 3. Ensure sustainability, accountability, and continuous learning.
7. Final Reporting and Recommendations	1. Prepare a consolidated report summarizing findings, lessons learned, and actionable recommendations. 2. Deliver a roadmap for sustaining MEALS practices beyond the assignment period, ensuring long-term alignment with Belize's climate finance and governance objectives.

3. RESPONSIBILITIES OF THE MINISTRY OF ECONOMIC TRANSFORMATION

The Ministry of Economic Transformation (MET) shall undertake the following responsibilities to ensure the effective execution of the consultancy:

i. **Access to Documentation** Provide the Consultant with timely access to all relevant policies, procedures, agreements, reports, and strategic plans necessary for the assignment.
ii. **Facilitation of Stakeholder Engagement: Coordinate and facilitate the Consultant's consultations** with MET staff and other relevant stakeholders to ensure inclusive participation and comprehensive input.
iii. **Feedback and Validation** Provide structured and timely feedback on all deliverables, ensuring internal coordination for validation, endorsement, and approval processes.
iv. **Counterpart Collaboration** Ensure, in coordination with the Project Manager, that essential counterpart staff are available to collaborate with the Consultant, thereby enabling efficient data flow and optimal results.
v. **Logistical Support for Workshops: Collaborate with the Consultant** to facilitate logistical arrangements required for inception and validation workshops, including scheduling, invitations, and coordination of participants.
vi. **Provision of Facilities and Materials** Make provision for appropriate facilities, including conference rooms, and supply necessary stationery and materials to support the effective conduct of workshops and consultations.

4. SCOPE OF SERVICES

The Consultant shall design, institutionalize, and operationalize a MEALS framework for MET and partner agencies, with SOPs defining roles, workflows, approvals, timelines, data-quality controls, feedback, and corrective action. The work shall align with national

priorities, GCF BLZ-RS-014, and applicable transparency obligations. All MET MEALS deliverables **must align** with the MTDS MEL framework.

The scope of work includes, but is not limited to, the following:

1. **Assessment:** Review relevant legislation, policies, mandates, systems, SOPs, data governance, accountability, and transparency arrangements; identify gaps and overlaps.
2. **Consultation:** Engage MET, public institutions, civil society, academia, and private-sector stakeholders to assess needs, capacity, and ownership.
3. **Framework:** Develop indicators, baselines, targets, evaluation cycles, accountability and learning mechanisms.
4. **SOP Package:** Develop, document, test, validate, **Tools** and deliver a SOP manual.
5. **Capacity building:** Train MET and partner institutions and support integration of MEALS into programme design, implementation, and reporting.
6. **Institutionalization:** Recommend organizational, policy, procedural, and SOP reforms to sustain MET's coordinating role.
7. **Reporting and transfer:** Deliver consolidated findings, actionable recommendations, the toolkit and SOP package, and a sustainability roadmap.

5. MEALS AND M&E TOOLKIT

To support the design, institutionalization, and operationalization of the MEALS framework, the Consultant shall develop and apply a structured toolkit. The toolkit shall include the instruments, methodologies, and resources required to strengthen MET's institutional capacity, enhance transparency, and promote adaptive learning. It shall be inclusive, participatory, and aligned with Belize's national development priorities and international climate finance obligations. (Annex 1)

6. REPORTING TIMELINE AND PAYMENT SCHEDULE

Deliverables, Acceptance Criteria, and Payment Schedule

Adherence to the acceptance criteria shall constitute the basis for formal approval of the Consultant's deliverables by the Project Manager and the Ministry of Economic Transformation. Failure to meet any of the stipulated criteria shall render the deliverable(s) subject to revision, and the release of payment shall be deferred until such corrective actions have been undertaken and the deliverable(s) accepted.

For the purposes of this Terms of Reference, "Consultant" refers to a qualified national or regional individual consultant.

1. A qualified individual consultant.

Deliverables and Payment Mechanism

No	Deliverables & Activities	Delivery Date	Indicative Payment %	Responsible Parties	Acceptance Criteria
A	Inception Report • Detailed scope of work • Methodology • Milestones for training, awareness, and system activation • Milestones including stakeholder engagement • Roles and Responsibilities • Risk Assessment and Mitigation Measures • Draft Toolkit, Framework Outline, and SOP Development Plan (preliminary versions) • Timelines (Gantt Chart)	2 weeks after signing contract	20% payment – once approved MET	Consultant	Inception report is complete as per NO. A, includes a clear SOP development approach and draft SOP outline covering MEALS workflows, responsibilities, review processes, and validation steps, and is reviewed and endorsed MET within two (2) weeks of submission by the consultant.

1	**D 1.1.1.9: Inception Workshop report for Monitoring, Evaluation, Accountability and Learning Systems (MEALS)** **Activity 1.1.1.9** Conduct Inception Workshop for the development of a Robust Monitoring, Evaluation, Accountability and Learning Systems (MEALS) at the MED[1]	1 month after signing Contract	15% payment – once approved by MET	Consultant	Organize a one-day training workshop for 50 or fewer stakeholders / participants, ensuring gender balance (academia, GoB Ministries focused on climate change, NGOs focused on climate change). **Acceptance Criteria** The Consultant shall ensure: 1. **Workshop Agenda and Materials Approved** o A detailed agenda, presentation materials, and facilitation tools are submitted in advance, reviewed, and formally approved by MET. 2. **Inclusive Stakeholder Participation** o Representatives from MET, relevant line ministries (e.g., Finance, Sustainable Development, Agriculture), academic institutions, private sector actors (example: international development funds agencies and local banks DFC and accredited financial institutions to assess project impacts, particularly in agriculture, climate, and eco-tourism), and community-based organizations are present, ensuring broad and meaningful engagement. 3. **Clear Presentation of Consultancy Approach** o The Consultant presents the objectives, methodology, work plan, and toolkit for MEALS development, demonstrating alignment with GCF BLZ-RS-014 and Belize's national priorities. o The consultant presents the recommended ***Digital system*** for this MEALS project 4. **Validated Feedback and Documentation** o Stakeholder feedback is systematically collected, documented, and integrated into the Consultant's inception report and subsequent work plan. 5. **Workshop Report Delivered and Accepted** o A comprehensive workshop report is submitted within the agreed timeframe, capturing

[1] In this consultancy MED and MET have the same meaning

					discussions, feedback, and agreed next steps, and formally validated by Project Manager, CFU Director and NDA.
2	**D 1.1.1.10: Monitoring Evaluation, Accountability and Learning System (MEALS) report** **Activity 1.1.1.10** Develop a robust Monitoring Evaluation, Accountability and Learning System (MEALS) at NDA through stakeholder consultations, a gap assessment of the current M&E system.	4 months & 2 weeks after signing contract	35% payment – once approved by MET	Consultant	**Acceptance Criteria** The Consultant shall ensure: **1. Comprehensive Gap Assessment Completed** o A detailed analysis of the current M&E system is conducted, identifying institutional, technical, and legal gaps, overlaps, and areas for improvement. **2. Inclusive Stakeholder Consultations Conducted** o Structured consultations are held with NDA personnel, relevant line ministries, academic institutions and community-based organizations, ensuring diverse perspectives are captured. **3. Draft MEALS Framework** o A preliminary MEALS framework is designed, integrating indicators, baselines, targets, accountability mechanisms, adaptive learning processes, and draft SOPs for data collection, verification, reporting, validation, escalation, and corrective action tracking, aligned with GCF BLZ-RS-014 and national priorities. All MET MEALS deliverables **must align** with the MTDS MEL framework. **4. Validation of Findings and Framework** o Stakeholder feedback on the gap assessment and draft MEALS framework is ***systematically collected***, documented, and incorporated into the final design. **5. Capacity-Building Component Integrated** o The framework includes provisions for training, knowledge transfer on the digital system, and institutional strengthening to ensure sustainability and ownership by NDA.

					6. Final Report and Toolkit Delivered ○ A comprehensive report, MEALS toolkit, and SOP manual are submitted within the agreed timeframe, summarizing findings, framework design, procedural workflows, and actionable recommendations, formally validated by Project Manager, CFU Director and NDA.
3	**D 1.1.1.11: Validation workshop report for MEALS system** **Activity 1.1.1.11 Conduct** Validation workshop for MEALS for final approval of the system (approval will be granted by the validation from key stakeholders and submission to the CEO).	5 months after signing contract	20% payment – once approved by MET	Consultant	**Acceptance Criteria** The Consultant shall ensure: 1. **Validated Stakeholder Representation** ○ Key stakeholders including MET leadership, NDA representatives, relevant line ministries, academic institutions, and private sector/community-based organizations are present and actively engaged in the workshop. 2. **Presentation of Final MEALS Framework** ○ The Consultant presents the complete MEALS digital system: including indicators, baselines, accountability mechanisms, adaptive learning processes, SOPs, workflow responsibilities, and implementation guidance, in a clear and structured manner for stakeholder review. 3. **Consensus and Formal Validation Achieved** ○ Stakeholder feedback is systematically collected, documented, and consensus is reached on the MEALS framework with formal validation recorded in workshop proceedings. 4. **Submission to CEO for Approval** ○ A comprehensive workshop report, including the validated framework, SOP manual and stakeholder endorsements, is submitted to Project

					Manager and Director – once validated the CEO of MET issues final approval.
4	**D 1.1.1.12: Training workshop report for MEALS** **Activity 1.1.1.12** Conduct training workshops for MED and stakeholders on the established MEALS at NDA	5.5 months after signing contract	10% payment – once approved by MET	Consultant and MET	**Acceptance Criteria** The Consultant shall ensure: 1. **Comprehensive Training Curriculum Approved** o A detailed training agenda, modules, and materials covering MEALS principles, tools, reporting requirements, and SOP application are submitted in advance and formally approved by MET CEO. 2. **Inclusive Stakeholder Participation** o Training workshops include representatives from MET, relevant line ministries, private sector actors to ensure broad institutional engagement. 3. **Effective Delivery of Training Content** o The Consultant delivers sessions that are interactive, practical, and tailored to institutional needs, demonstrating clear application of MEALS methodologies, SOP workflows, and compliance with GCF standards. 4. **Capacity-Building Outcomes Documented** o Participant learning outcomes are assessed through evaluations, feedback forms, or practical exercises, with evidence of improved understanding of MEALS functions and institutional responsibilities. 5. **Workshop Report and Materials Submitted** o A comprehensive training report is delivered within the agreed timeframe, including participant lists, feedback summaries, training materials, SOP

					orientation materials, practical exercises, and recommendations for sustaining MEALS capacity. 6. **Sustainability and Follow-Up Plan Established** ○ The consultancy provides a clear plan for sustaining MEALS knowledge and practices post-training, including recommendations for refresher sessions, mentoring, SOP review and update cycles, and integration into institutional processes.

7. PROFESSIONAL QUALIFICATIONS AND EXPERIENCE REQUIREMENTS

The individual consultant must be able to deliver the assignment independently to a high professional standard. The criteria below distinguish minimum requirements from desirable assets to support consistent assessment of Expressions of Interest (EOIs).

Minimum Academic Qualifications

1. A Master's degree or higher in Monitoring and Evaluation, Climate Change, or a closely related field, with qualification, training, or demonstrated competence in Information Systems.

Minimum Professional Experience

1. At least five (5) years of relevant experience designing, implementing, or institutionalizing national or regional MEALS/M&E systems; and at least two (2) completed assignments **undertaken for or in support of public-sector institutions**, involving the development, implementation, or strengthening of M&E/MEALS frameworks, reporting systems, monitoring tools, or related institutional M&E procedures.
2. Demonstrated regional or local experience.

Minimum Technical Expertise and Competencies

1. **Assessment, tools, and analysis:** Ability to conduct institutional and regulatory assessments; develop indicators, baselines, and reporting and data-management tools; and produce analytical reports, practical toolkits, and institutional-strengthening recommendations.
2. **Communication and delivery:** Written and spoken English; stakeholder engagement and knowledge-transfer skills; ability to develop capacity-building products; and competence in data governance, confidentiality, and independent delivery.
3. **Professional standing:** Good professional standing, with no debarment or substantiated misconduct.

Desirable Assets

The following qualifications and experience will be considered an advantage and may strengthen an applicant's suitability for the assignment:

1. **Evidence-generation methods:** document analyses, key informant interviews, focus group discussions, comparative assessments, and evidence synthesis.
2. **Advanced evaluation expertise:** Experience applying complex evaluation approaches, including baseline, mid-term, final, process, outcome, and impact

evaluations, and selecting appropriate methodologies for different assessment objectives.

3. **Project and programme oversight:** Knowledge of project and programme management principles, including work planning, milestone tracking, risk management, budgeting, deliverable management, and reporting processes.
4. **Climate finance and donor reporting systems:** Familiarity with monitoring, evaluation, and reporting requirements associated with the Green Climate Fund (GCF), Adaptation Fund, World Bank, Inter-American Development Bank (IDB), and United Nations agencies.
5. **Caribbean SIDS experience:** Professional experience supporting climate finance readiness, institutional strengthening, or capacity development initiatives within Caribbean Small Island Developing States (SIDS).

8. QUALITY ASSURANCE AND GOVERNANCE

The Consultant shall apply quality controls covering confidentiality, conflicts of interest, non-collusion, data protection, compliance with Government of Belize, CARICOM and applicable IFI requirements, stakeholder validation, and consistency with Belize's legal and regulatory framework.

9. CHARACTERISTICS OF THE ASSIGNMENT

1. Tenure: Six (6) months commencing from the date of engagement.
2. Location: consultants' headquarters.
3. Reporting Responsibility: The Individual Consultant shall report to the MET GCF BLZ-RS-014 Project Manager and CFU Director.
4. Disbursements will be based on approved deliverables as recommended by the Project Manager to CFU Director and MET CEO.

10. COORDINATION

The Consultant shall report to the GCF BLZ-RS-014 Project Manager and CFU Director. MET will manage the contract and facilitate coordination, stakeholder engagement, and access to documentation.

11. DELIVERY FORMAT AND CONFIDENTIALITY

- Submit all deliverables in English and editable formats agreed with MET.

- Maintain professional ethics, confidentiality, data protection, independence, and compliance with Belizean law, the GCF project agreement, and contractual obligations.
- Disclose and avoid actual, potential, or perceived conflicts of interest and any activity that could compromise the consultancy's impartiality or credibility.

Annex

Annex 1

Toolkit Component	Purpose	Application in the Assignment
Gap Assessment Matrix	Identify institutional, legal, and technical gaps in existing M&E systems.	Used to systematically review policies, procedures, and reporting mechanisms, highlighting areas for reform.
Stakeholder Consultation Guide	Facilitate inclusive engagement with MET, partner ministries, and civil society.	Provides structured questions, facilitation techniques, and documentation templates to ensure diverse perspectives are captured.
Indicator Framework Template	Establish standardized indicators, baselines, and targets.	Applied to design measurable outcomes aligned with GCF BLZ-RS-014 and Belize's climate policy goals.
Data Collection Instruments	Ensure consistency and reliability in monitoring processes.	Includes surveys, checklists, and digital tools for capturing quantitative and qualitative data.
Reporting and Validation Templates	Standardize reporting formats and validation processes.	Used for periodic reporting, ensuring coherence across institutions and compliance with international standards.
SOP Manual and Process Maps	Standardize routine MEALS implementation procedures and institutional responsibilities.	Provides step-by-step procedures, process maps, review timelines, approval workflows, escalation points, and documentation requirements for data collection, reporting, validation, learning, and corrective action tracking.
Capacity-Building Modules	Strengthen institutional knowledge and skills in MEALS.	Training materials, workshop agendas, and technical manuals for MET staff and stakeholders.
Accountability and Learning Framework	Embed adaptive management and feedback loops.	Provides mechanisms for integrating lessons learned into policy and program design.
Sustainability Roadmap	Ensure long-term institutionalization of MEALS practices.	Outlines strategies for embedding MEALS functions into MET's organizational structure and national systems.

The MEALS and M&E toolkit will serve as a core instrument of the consultancy, ensuring that the assignment is technically sound, participatory, transparent, and sustainable. The process guidance will allow MET and partner institutions to apply the MEALS framework consistently after the consultancy ends. Through the application of these tools, the Consultant will support MET in institutionalizing a robust MEALS framework that strengthens governance, enhances accountability, and promotes continuous learning in climate finance readiness and resilience programming.

Annex 2

This individual consultancy is expected to contribute to the following outcome:

A strengthened Monitoring and Evaluation framework, using MEALS principles and supported by clear standard operating procedures (SOPs), that enables Belize to meet and maintain its strategic climate finance and development objectives. It is designed to deliver measurable institutional strengthening outcomes and concrete outputs the GCF BLZ-RS-014 Programme. The expected results include enhanced institutional capacity, improved transparency and compliance, stronger stakeholder engagement, and an institutionalized learning culture. The Consultant will also produce practical tools, knowledge products, and evaluation reports to reinforce accountability and adaptive management across national climate finance governance.

The following matrix summarizes the principal alignment gaps between current national practices, GCF BLZ-RS-014 requirements, and the Paris Agreement's Enhanced Transparency Framework, and identifies corresponding actions to be addressed through the MEALS system.

Thematic Area	National Provision / Practice	GCF BLZ-RS-014 Requirement	Paris Agreement Transparency Framework	Gap Identified	Recommended Action
Climate Finance Tracking	Current reporting limited to annual budget allocations	Requires detailed tracking of readiness activities and fund utilization	Requires Biennial Transparency Reports on support received	Fragmented financial reporting	Develop standardized financial reporting templates and integrate into MEALS system
Monitoring & Evaluation	Ad-hoc project monitoring by line ministries	Requires performance indicators, baselines, and targets	Requires monitoring of adaptation and mitigation progress	Lack of unified M&E framework	Establish national MEALS framework with clear indicators and baselines
Accountability Mechanisms	Limited grievance redress mechanisms	Requires accountability	Requires transparency and	Weak accountability provisions	Create grievance redress mechanism and

		structures for fund use	stakeholder participation		stakeholder feedback channels
Learning & Knowledge Management	Lessons learned not systematically documented	Requires knowledge products and adaptive learning	Requires continuous improvement and adaptive management	Absence of institutionalized learning processes	Develop knowledge products (policy briefs, case studies) and integrate lessons into future planning
Stakeholder Engagement	Consultations undertaken exclusively within scopes of consultancies.	Requires inclusive stakeholder engagement in readiness activities	Requires participatory processes for transparency	Inconsistent stakeholder involvement	Institutionalize participatory monitoring and consultation workshops