TERMS OF REFERENCE

Consultancy Services – Individual Consultant

Execute a consultancy on "Development of Needs Assessment for GCF Strategic Framework & Drafting of Updated GCF Country Programme 2026-2030"

GCF Project BLZ-RS-014

1. BACKGROUND

Belize, like many Small Island Developing States (SIDS), is highly vulnerable to climate change impacts, including extreme flooding, rising temperatures, sea level rise, and coastal erosion. A 2014 assessment categorized Belize's climate change vulnerability as extremely high, ranking it 9th among 38 countries in Latin America and the Caribbean (CAF, 2014). This underscores the importance of integrating mitigation and adaptation measures into Belize's short-term and long-term development plans. The 2019 Vulnerability and Adaptation Assessment further shows that the coastal, fisheries, water, and agriculture sectors are at risk, with potential consequences tothe national economy give their substantial contribution to GDP. Belize has made meaningful progress in responding to climate change challenges; however, additional support remains necessary to strengthen resilience and sustain these efforts. According to Belize's First Biennial Update Report by the National Climate Change Office (NCCO), the country's support needs fall into three categories: technical assistance, financial support, and capacity building (BUR, 2020). Key funding agencies, including the GCF, will therefore be important partners in supporting the Government of Belize to meet its Nationally Determined Contribution. A resource requirement report estimates that USD 1.56 billion is needed to meet Belize's updated NDCs by 2030.

BLZ-RS-014 seeks to strengthen national systems, technical capacity, and strategic readiness to mobilize and manage climate finance. This consultancy will assess institutional, financial, and policy needs; develop the GCF Strategic Framework; and draft the Updated GCF Country Programme 2026–2030 to improve Belize's access to climate finance and support a prioritized portfolio of programmes and projects.

This initiative is aligned with Belize's national climate and development priorities, including the Nationally Determined Contribution 3.0 (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, MTDs 2.0 Horizon 2030, MNAP, sectoral NAPs and other planning documents. By strengthening Belize's ability to access and use climate finance effectively, BLZ-RS-014 is expected to realize Belize's Nationally Determined Contributions ambitions towards low-

emissions and climate resilient pathways through climate change adaptation and mitigation activities and support implementation of strategic policy commitments.

i. **Institutional and Policy Foundations (2022–2026)** Belize's climate finance landscape during 2022–2026 was guided by key national frameworks such as the National Climate Change Policy, Strategy and Master Plan (NCCPSMP), the Low Emission Development Strategy (LEDS), and the updated Nationally Determined Contribution (NDC). These instruments provided the overarching policy direction for climate action, but their integration into a coherent country programme remained fragmented, with limited institutional ownership and coordination across ministries and agencies.

ii. **Reporting and Transparency Mechanisms:** The Public Sector Investment Program (PSIP) and the NDC tracking tool were the primary mechanisms for reporting climate finance flows during this period. While these systems captured donor and project data, they lacked standardized methodologies, such as ***Rio markers***, to distinguish climate finance components. This created challenges in transparency, consistency, and alignment with international reporting obligations under the UNFCCC and the Enhanced Transparency Framework.

iii. **Stakeholder Engagement and Gaps:** Stakeholder consultations revealed that reporting practices varied widely among agencies and donors, with no unified definition of climate finance or standardized templates. Although Belize engaged with multilateral development banks and climate funds, the absence of a consolidated framework limited the country's ability to strategically prioritize projects and mobilize resources. These diagnostic underscores the need for a structured ***Country Programme framework*** that integrates stakeholder inputs, strengthens institutional capacity, and aligns national priorities with GCF requirements.

The 2022–2026 experience provides the baseline for the Updated Country Programme 2026–2030, informing the transition from fragmented reporting and policy instruments to a coherent strategic framework.

Key Outcomes

- **Strengthened Institutional Capacity:** The NDA and relevant stakeholders have strengthened capacity for strategic GCF programming, including the development and use of the GCF Strategic Framework and prioritized climate-investment pipeline.
- **Improved Strategic Alignment:** The Updated Country Programme 2026–2030 aligns national priorities with GCF programming requirements and provides a basis for prioritization, programming, and monitoring.
- **Enhanced Stakeholder Engagement:** Inclusive consultations enable relevant line ministries, AEs, civil society, academia, and private sector actors to define national climate finance priorities and validate the Country Programme.

- **Strengthened Knowledge and Continuity:** Lessons learned and best practices inform future climate finance and policy initiatives, supporting continuity and adaptive management.

Key Outputs

- **Needs Assessment of the GCF Strategic Framework Country Programme 2022–2026:** An analysis of institutional, financial, and policy gaps affecting climate finance readiness and GCF engagement.
- **GCF Strategic Framework and Updated Country Programme 2026–2030:** A strategic document setting out national priorities, institutional roles, investment pipelines, monitoring and evaluation mechanisms, and alignment with NDC 3.0 and other climate and development priorities. The final version shall incorporate stakeholder feedback and national validation and endorsement, as applicable.
- **Stakeholder Workshop Reports:** Documentation of the inception workshop, needs assessment validation, and strategic framework validation, including stakeholder feedback and agreed revisions.
- **Capacity-Building Materials:** Technical guidance for NDA staff and stakeholders on GCF programming, pipeline formulation, and strategic alignment, integrated into the scheduled workshops and relevant deliverables.
- **Knowledge Products:** Briefs, summaries, and case studies capturing lessons, best practices, and recommendations, incorporated into the relevant reports and framework rather than submitted as additional standalone deliverables.
- **Official Launch Event Report:** Documentation of the launch of the validated Country Programme 2026–2030.

2. OBJECTIVE OF ASSIGNMENT

The objective of this consultancy is to strengthen Belize's institutional, technical, and strategic capacity for climate finance programming through a comprehensive GCF Strategic Framework and Updated Country Programme 2026–2030. The assignment shall align with national climate priorities, NDC commitments, international obligations, and GCF BLZ-RS-014 requirements.

The Individual Consultant shall:

1. **Conduct a comprehensive needs assessment** of existing institutional, financial, and policy arrangements under the 2022–2026 Country Programme, identifying gaps in strategic alignment, project pipeline development, and readiness for scaled climate finance.
2. **Design and articulate a GCF Strategic Framework** that establishes coherent national priorities, clarifies institutional roles, and sets out mechanisms for

accessing and managing GCF resources in alignment with Belize's climate strategies.

3. **Final Updated Country Programme 2026–2030**, including investment pipelines, monitoring and evaluation mechanisms, and alignment with NDCs and sectoral development plans.
4. **Facilitate inclusive stakeholder consultations** to validate priorities, ensure national ownership, and integrate feedback from relevant line ministries, AEs, civil society, academia, and private sector actors.
5. **Develop capacity-building and knowledge products** to strengthen institutional readiness, promote adaptive learning, and ensure sustainability of the Country Programme framework beyond the consultancy period.

3. RESPONSIBILITIES OF MET FOR THE "DEVELOPMENT OF A NEEDS ASSESSMENT FOR THE GCF STRATEGIC FRAMEWORK AND DRAFTING OF THE UPDATED GCF COUNTRY PROGRAMME 2026–2030"

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

i. **Access to Information.** Provide timely access to relevant policies, procedures, agreements, reports, data, and strategic plans, subject to applicable data-sharing and confidentiality requirements.
ii. **Stakeholder Engagement.** Coordinate with MET personnel and relevant stakeholders to support inclusive participation and comprehensive input.
iii. **Feedback and Validation.** As Belize's NDA to the GCF, provide structured, timely feedback on deliverables and coordinate validation, endorsement, and approval processes.
iv. **Counterpart Collaboration.** In coordination with the Project Manager, ensure designated personnel are available to support data collection, review, and validation.
v. **Workshop Logistics.** Support scheduling, invitations, participant coordination, and other agreed logistical arrangements for inception and validation workshops.
vi. **Facilities and Materials.** Provide appropriate facilities, including conference rooms, and the stationery and materials needed for workshops and consultations.

4. SCOPE OF SERVICES

The consultancy shall assess gaps and needs in Belize's GCF Strategic Framework Country Programme for the baseline period 2022–2026 and develop the updated framework for 2026–2030. The work shall reflect national climate priorities, NDC 3.0 commitments, and GCF Readiness 14 requirements, covering Activities 2.2.1.1–2.2.1.6 and their six corresponding deliverables, in addition to the initial Inception Report listed in Section 6.

The consultancy shall undertake the following tasks: Tools, capacity building, policy integration, and knowledge transfer shall support the six specified outputs, rather than create additional standalone deliverables. Stakeholders' inputs shall be documented and incorporated throughout assessment, framework development, and validation.

1. **Institutional and Policy Gap Assessment**
    - Review the 2022–2026 Country Programme, readiness reports, national climate strategies, and relevant institutional and policy documents.
    - Identify institutional, financial, and policy gaps affecting strategic alignment, investment pipelines, and climate finance readiness. Incorporate findings and recommendations into the needs assessment report (D 2.2.1.2).
2. **Stakeholder Consultations and Needs Analysis**
    - Conduct the stakeholder inception workshop (Activity 2.2.1.1), engaging AEs, ministries, agencies, civil society, academia, and private sector representatives. Agree with the assessment approach and information needs; prepare the inception workshop report (D 2.2.1.1).
    - Undertake consultations on institutional capacities, financing needs, national priorities, and GCF investment criteria to inform the assessment.
3. **Needs Assessment of the GCF Strategic Framework Country Programme 2022–2026**
    - Develop the 2022–2026 needs assessment (Activity 2.2.1.2), examining priorities, institutional roles, capacities, financing needs, and access to GCF resources. Deliver the needs assessment report (D 2.2.1.2).
    - Use validated findings to guide the 2026–2030 update, ensuring integration with national development plans, NDCs, and sectoral strategies.
4. **Development of the GCF Strategic Framework and Updated Country Programme 2026–2030**
    - Develop the updated GCF Strategic Framework for 2026–2030 (Activity 2.2.1.4; D 2.2.1.4), setting out priorities, institutional responsibilities, investment pipelines, implementation arrangements, and monitoring and evaluation mechanisms.
    - Incorporate validation feedback, adaptive learning, and reporting arrangements; finalize the framework for Cabinet submission.
5. **Creation of Tools, Templates, and Systems**
    - Develop consultation templates, reporting formats, and project pipeline matrices tailored to Belize. Include completed tools in the relevant reports and framework.

- Recommend practical programme management, monitoring, and reporting systems within the framework; separate system procurement or installation is not required.

6. **Capacity Building and Institutional Strengthening**
    - Integrate technical guidance for NDA staff and partner institutions into inception, consultation, and validation activities, covering GCF programming, pipeline formulation, and strategic alignment.
    - Document capacity priorities and institutional strengthening measures in the assessment and framework, with sessions recorded in workshop reports rather than separate training deliverables.
7. **Validation and Policy Integration**
    - Conduct the needs assessment validation workshop (Activity 2.2.1.3), incorporate feedback, and prepare its report (D 2.2.1.3) to inform the framework update.
    - Conduct the framework validation workshop (Activity 2.2.1.5), incorporate agreed feedback, recommend integration measures, and deliver its report (D 2.2.1.5). Coordinate submission to Cabinet with national authorities; approval remains their responsibility.
8. **Final Deliverables and Knowledge Transfer**
    - Hand over the inception report, needs assessment, both validation reports, and updated framework, including supporting tools, lessons, recommendations, and a sustainability roadmap within the relevant outputs.
    - Conduct the official country programme launch for the validated document (Activity 2.2.1.6), coordinating approval and launch arrangements with national authorities. Deliver the official launch event report (D 2.2.1.6) and transfer final materials.

5. CONSOLIDATED ANNEX 2 FOR THE GCF STRATEGIC FRAMEWORK AND UPDATED COUNTRY PROGRAMME 2026–2030

The Individual Consultant shall use the structured consolidated Annex 2 to support the assessment, framework development, consultations, and validation. The **decision-support framework annex** shall promote inclusive participation, transparency, and adaptive learning and align with Belize's national climate priorities and NDC commitments. ***Annex 2 forms an integral part of this TOR.***

6. REPORTING TIMELINE AND PAYMENT SCHEDULE CONTINGENT UPON DELIVERABLES

Payment shall be released only after the deliverable meets the applicable acceptance criteria and is accepted under the review and approval arrangements below. Deliverables that do not meet these criteria shall be revised before payment is released.

Deliverables, Activities, Acceptance Criteria, and Indicative Payments

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 • Procedures to engage stakeholders • Roles and Responsibilities • Risk Assessment and Mitigation Measures • Draft Toolkit and Framework Outline (preliminary versions) • Timelines (Gantt Chart)	2 weeks after contract signature	10% payment – once approved by MET	Individual Consultant	The Inception Report must include all items listed under Deliverable A and be reviewed by the Project Manager for GCF Readiness 14, endorsed by the Director of the CFU and submission within 1 week

1	**D 2.2.1.1:** Stakeholder inception workshop report for the GCF Country Strategic Framework 2022–2026 GAP- Needs Assessment. **Activity 2.2.1.1** Conduct a Stakeholder inception workshop for the GCF Country Strategic Framework 2022-2026 GAP- Needs Assessment.	1 month after contract signature	10% payment – once approved by MET	Individual Consultant	Organize a one-day stakeholder inception workshop for 50 or fewer participants, ensuring gender balance (academia, GoB Ministries focused on climate change, NGOs focused on climate change). Acceptance Criteria – Stakeholder Inception Workshop Report: The Consultant shall ensure: 1. Workshop Organization & Participation • The inception workshop must be convened with representation from all key stakeholder groups (government ministries, civil society, academia, and private sector). • Logistics, facilitation, and documentation must demonstrate inclusivity and accessibility (venue, materials, language, and participation methods). 2. Content Delivery & Alignment • The workshop agenda must clearly present the baseline assessment findings and initial gap analysis related to the GCF Country Strategic Framework 2022–2026. • Presentations and discussions must align with national climate priorities, NDC commitments, and GCF Readiness requirements. 3. Stakeholder Engagement & Feedback Capture • Structured mechanisms, with one-week prior notification (in session surveys, breakout sessions, plenary discussions) must be used to collect stakeholder inputs on institutional, technical, and financial needs. • Feedback must be documented comprehensively and categorized into actionable themes for integration into the needs assessment. 4. Reporting & Quality Standards

					• The inception workshop report must include objectives, participant list, agenda, summary of discussions, identified gaps, and recommendations. • The report must meet TOR quality standards for clarity, accuracy, alignment with GCF BLZ-RS-014 guidelines, and timely submission to the Project Manager and Director of the CFU.
2	**D 2.2.1.2:** Needs Assessment report of GCF Strategic Framework Country Programme 2022–2026 **Activity 2.2.1.2** Develop Needs Assessment of GCF Strategic Framework Country Programme 2022–2026	2 months after contract signature	20% payment – once approved by MET	Individual Consultant	Acceptance Criteria – Needs Assessment Report: The Consultant shall ensure: 1. Methodological Integrity • The needs assessment must apply a transparent, evidence-based methodology (desk review, stakeholder consultations, gap analysis). • All data sources, assumptions, and analytical methods must be documented to support credibility and Cabinet review. 2. Stakeholder Inclusivity • Inputs must be collected from a representative range of stakeholders (ministries, civil society, academia, private sector, and vulnerable groups). This includes but not limited to visiting stakeholders who were unable to attend the consultancy workshop • Evidence of stakeholder validation (minutes, feedback summaries, consensus points) must be included in the report. 3. Strategic Alignment • Findings must explicitly link identified needs to Belize's national climate priorities, NDC commitments, and GCF Strategic Framework objectives.

					• Recommendations must be coherent with UNFCCC transparency obligations and GCF readiness requirements. 4. Gap Identification & Prioritization • Institutional, technical, and financial gaps must be clearly categorized and supported by evidence. • Priority areas must be ranked or weighted, with justification, to guide Cabinet decision-making on resource allocation. 5. Reporting Quality & Policy Readiness • The report must include an executive summary, methodology, findings, gaps, priorities, and actionable recommendations formatted for policy use. • The final document must meet TOR quality standards for clarity, accuracy, professional formatting, and timely submission to the Project Manager and Director of the CFU.
3	**D 2.2.1.3:** Validation Workshop report for Needs Assessment of GCF Strategic Framework Country Programme 2022–2026 **Activity 2.2.1.3** Conduct a Validation Workshop Needs Assessment of GCF Strategic Framework Country Programme 2022–2026 which will inform the updating of the strategic framework.	3 months after contract signature	20% payment – once approved by MET	Individual Consultant	Acceptance Criteria – Needs Assessment Validation Workshop Report: The Consultant shall ensure: 1. Workshop Organization & Inclusivity • The validation workshop must include broad representation from government ministries, civil society, academia, private sector, and vulnerable groups. • Logistics and facilitation must ensure accessibility, inclusivity, and active participation (venue, materials, language, and engagement methods). 2. Presentation of Needs Assessment Findings • The Individual Consultant must present the draft Needs Assessment findings clearly, highlighting institutional, technical, and financial gaps. • Content must be aligned with national climate priorities, NDC commitments, and GCF Strategic Framework objectives to ensure policy relevance.

					3. Stakeholder Validation & Consensus Building • Structured mechanisms (plenary discussions, breakout groups, surveys) must be used to validate findings and secure consensus on priority areas. • Evidence of stakeholder validation (feedback summaries, consensus points, recommendations) must be documented for Cabinet use. 4. Integration of Feedback into Final Report • Stakeholders' inputs must be systematically captured, categorized, and integrated into the final Needs Assessment report. • The updated report must demonstrate how feedback influenced recommendations, ensuring transparency and credibility. 5. Reporting Quality & Policy Readiness • The Validation Workshop Report must include objectives, agenda, participant list, summary of discussions, validated gaps, and agreed recommendations. • The final report must meet TOR quality standards for clarity, accuracy, professional formatting, and readiness for submission to the Project Manager and Director of the CFU.
4	**D 2.2.1.4:** GCF Strategic Framework for 2026–2030 document. **Activity 2.2.1.4** Develop an updated GCF Strategic Framework for 2026–2030.	Five (5) months after contract signature	10% payment – once approved by MET	Individual Consultant and MET	Acceptance Criteria – GCF Strategic Framework 2026–2030: The Consultant shall ensure: 1. Methodological Soundness • The framework must be developed using a transparent, evidence-based methodology that integrates baseline assessments, needs analysis, and stakeholder consultations.

					• All data sources, assumptions, and analytical methods must be documented to support credibility and replicability. 2. Strategic Alignment • The framework must explicitly align with Belize's national climate and development priorities, updated NDC commitments, and international obligations. • Recommendations must demonstrate coherence with national development strategies and readiness requirements, ensuring policy relevance. 3. Stakeholder Validation & Integration • Inputs from government ministries, civil society, academia, private sector, and vulnerable groups must be incorporated into the framework. • Evidence of stakeholder validation (workshop outputs, consensus points, feedback summaries) must be reflected in the final document. 4. Reporting Quality & Policy Readiness • The Strategic Framework document must include an executive summary, objectives, methodology, findings, strategic priorities, and actionable recommendations. • The final document must meet TOR quality standards for clarity, accuracy, professional formatting, and readiness for submission to the Project Manager and Director of the CFU as a Cabinet-ready recommendation.
5	**D 2.2.1.5:** Validation workshop report for GCF Strategic Framework for 2026–2030. **Activity 2.2.1.5** Conduct a validation workshop for the GCF Strategic Framework	Six (6) months after contract signature	20% payment – once approved by MET		Acceptance Criteria – Strategic Framework Validation Workshop Report: The Consultant shall ensure: 1. Workshop Organization & Inclusivity • The validation workshop must be convened with broad representation from government ministries, civil society, academia, private sector, and vulnerable groups.

	for 2026–2030 and submit to Cabinet for approval.				• Facilitation and logistics must ensure accessibility, inclusivity, and active participation, with clear documentation of attendance and engagement. 2. Presentation of Strategic Framework Draft • The Individual Consultant must present the draft GCF Strategic Framework 2026–2030 in a clear, structured manner, highlighting strategic priorities, institutional roles, and financing pathways. • Content must be aligned with Belize's national climate priorities, updated NDC commitments, and GCF Readiness requirements to ensure policy relevance. 3. Stakeholder Validation & Consensus Building • Structured mechanisms (plenary discussions, breakout groups, surveys) must be used to validate the draft framework and secure consensus on strategic priorities. • Evidence of stakeholder validation (feedback summaries, consensus points, recommendations) must be documented and traceable for Cabinet consideration. 4. Reporting Quality & Policy Readiness • The Validation Workshop Report must include objectives, agenda, participant list, summary of discussions, validated priorities, and agreed recommendations. • The final document must meet TOR quality standards for clarity, accuracy, professional formatting, and readiness for submission to the Project Manager, Director of the CFU, and CEO of MET as a Cabinet-ready paper.
6	**D 2.2.1.6:** Official GCF Strategic Framework 2026–2030 launch event report. **Activity 2.2.1.6** Conduct official Country Programme	Six and one-half (6.5) months after	10% payment – once approved by MET		Acceptance Criteria – Official Launch Event Report: The Consultant shall ensure: 1. Event Planning & Inclusivity

	launch event for validated document.	contract signature			• The launch event must be organized with broad representation from government ministries, civil society, academia, private sector, and vulnerable groups. • Logistics and facilitation must ensure accessibility, inclusivity, and professional standards (venue, materials, language, and participation methods). 2. Presentation of Strategic Framework • The Individual Consultant must present the validated GCF Strategic Framework 2026–2030 in a clear, structured, and policy-ready format. • Content must highlight strategic priorities, institutional roles, and financing pathways, aligned with national climate priorities and GCF requirements. 3. Stakeholder Engagement & Visibility • Mechanisms must be in place to capture stakeholder feedback during the launch event, ensuring transparency and national ownership. • The event must provide visibility through media coverage, official communications, and documentation of stakeholder participation. 4. Reporting Quality & Policy Readiness • The launch event report must include objectives, agenda, participant list, summary of proceedings, key messages, and recommendations. • Evidence of Cabinet approval must be included, where applicable. • The final launch report must meet TOR quality standards for clarity, accuracy, and professional formatting.

7. PROFESSIONAL QUALIFICATIONS AND EXPERIENCE REQUIREMENTS

Minimum qualifications

- A bachelor's degree in climate finance, environmental management, economics, public policy, development studies, project management, or a closely related field.
- At least five (5) years of relevant professional experience in institutional assessment, strategic planning, policy development, and/or programme design, particularly for public-sector or development institutions.

Additional qualifications and experience to be assessed

- A relevant master's degree.
- Documented assignments involving institutional or policy needs assessments, gap analyses, development of strategic frameworks, or preparation of country or sector programmes.
- Applied experience in climate finance programming, including GCF readiness or programming, NDC alignment, climate investment pipelines, or comparable climate finance mechanisms.
- Experience in institutional strengthening, governance and policy review, and translating assessment findings into actionable recommendations.
- Experience facilitating multi-stakeholder consultations or validation workshops and providing practical knowledge transfer to government and non-government stakeholders.
- Experience preparing monitoring and reporting arrangements, indicators, project pipeline matrices or practical templates, and clear analytical or strategic reports.

Evidence to be submitted

Applicants shall submit a current CV listing relevant assignments, dates, roles and outputs, copies of relevant academic certificates, and the declarations required by the REOI. References or examples of completed work may be cited in the CV. A separate technical or financial proposal is not required at the EOI stage.

Annex 3 of the REOI sets the evaluation criteria and weights.

8. QUALITY ASSURANCE AND GOVERNANCE

The Individual Consultant shall ensure quality and accountability through:

- Inclusion of governance clauses covering confidentiality, conflict of interest, non-collusion, and data protection.

- A compliance checklist demonstrating alignment with Government of Belize, CARICOM, and IFI requirements.
- Oversight mechanisms and stakeholder validation to guarantee that policy outputs are consistent with Belize's legal and regulatory framework.
    1. Tenure: Seven (7) months commencing from the date of engagement.
    2. Location: Consultants office.
    3. Disbursements shall be based on deliverables approved under the review arrangements involving the Project Manager, CFU Director, and MET CEO.

9. COORDINATION

The Individual Consultant will report to the Project Manager for BLZ-RS-014, with oversight by the Director of the Climate Finance Unit. MET will manage the contract in accordance with the approved project implementation and deliverable review arrangements.

- All deliverables must be submitted in English in editable format, including Microsoft Word and Excel, as applicable.
- The Individual Consultant shall sign and abide by an Oath of Confidentiality and comply with all applicable laws of Belize.
- **Conflict of Interest and Ethical Conduct:** The Individual Consultant shall maintain professional ethics and integrity and avoid activities that create a conflict of interest or compromise the impartiality, independence, or credibility of the consultancy.

ANNEXES

Annex 1:

Recommended evaluation sheet (it can be tweaked) for the stakeholder inception workshop.

Criteria Area	Sub-Criteria	Score Range (1–5)	Evaluation Notes
1. Workshop Organization & Participation	Representation from all key stakeholder groups (government, civil society, academia, private sector)	1–5	Assess inclusivity and diversity of participants
	Logistics, facilitation, and accessibility (venue, materials, language, participation methods)	1–5	Evaluate quality of organization and accessibility
2. Content Delivery & Alignment	Presentation of baseline assessment findings and gap analysis	1–5	Check clarity and relevance of content delivered
	Alignment with national climate priorities, NDC commitments, and GCF Readiness requirements	1–5	Verify consistency with strategic frameworks
3. Stakeholder Engagement &	Structured mechanisms used to collect inputs (surveys,	1–5	Assess effectiveness of engagement methods

Feedback Capture	breakout sessions, plenary discussions)		
	Documentation of feedback categorized into actionable themes	1–5	Review comprehensiveness and usability of feedback
4. Reporting & Quality Standards	Inception workshop report includes objectives, agenda, participant list, discussions, gaps, and recommendations	1–5	Evaluate completeness and structure of report
	Report complies with TOR quality standards (clarity, accuracy, alignment with GCF guidelines, timely submission)	1–5	Assess adherence to quality and compliance requirements

Annex 2

The table below consolidates the framework components, associated activities, and responsibilities into a single implementation framework. It links each component to its corresponding tasks, objectives, application within the consultancy, and the responsibilities of the Individual Consultant.

This ***annex*** is intended to serve as a reference guide for the Individual Consultant and shall not supersede or modify the requirements set out in Section 6 of this TOR, **"Reporting Timeline and Payment Schedule Contingent Upon Deliverables."** Compliance with the deliverables, timelines, and reporting requirements established in Section 6 remains mandatory for the successful delivery of the GCF Strategic Framework and the Updated Country Programme 2026–2030 for the Ministry of Economic Transformation (MET).

Component / Task Area	Linked Activities	Purpose	Application in Consultancy	Consultant Responsibilities
Strategic Framework & Needs Assessment	2.2.1.2, 2.2.1.4	Define national priorities, institutional roles, and responsibilities under the GCF Strategic Framework.	Used to assess gaps and needs in the existing framework and guide the updated framework by clarifying institutional	Review the 2022–2026 Country Programme, readiness reports, and national climate strategies; identify institutional,

Component / Task Area	Linked Activities	Purpose	Application in Consultancy	Consultant Responsibilities
			mandates, coordination arrangements, and national priorities and their alignment with GCF investment criteria.	financial, and policy gaps; develop a GCF Strategic Framework that clarifies national priorities, institutional roles, and mechanisms for accessing and managing GCF resources, aligned with NDCs and national development plans.
Country Programme Drafting	2.2.1.2, 2.2.1.4	Provide standardized formats and compliance checklists for drafting the Updated Country Programme 2026–2030.	Applied to structure the needs assessment and updated framework, maintain consistency across sections, and verify alignment with GCF programming requirements and Paris Agreement obligations using drafting templates and review checklists.	Prepare the updated Country Programme document, including investment pipelines, monitoring and evaluation, and alignment with GCF investment criteria and Paris Agreement obligations.
Monitoring & Evaluation	2.2.1.2, 2.2.1.4	Establish indicators, matrices, and reporting templates for tracking programme performance.	Applied to assess existing monitoring and reporting arrangements and identify improvements for tracking project outcomes, financial flows, and compliance	Include monitoring and evaluation arrangements in the Country Programme document.

Component / Task Area	Linked Activities	Purpose	Application in Consultancy	Consultant Responsibilities
			with international reporting standards.	
Stakeholder Consultation	2.2.1.1, 2.2.1.3, 2.2.1.5	Facilitate inclusive stakeholder engagement and document validation processes.	Used at the inception workshop to capture stakeholder inputs, and at the needs assessment and framework validation workshops to record feedback.	Facilitate inclusive consultations with AEs, line ministries, civil society, academia, and private sector actors; document feedback; integrate inputs into the draft and final Country Programme 2026–2030.
Capacity Building	2.2.1.1, 2.2.1.3, 2.2.1.5	Strengthen institutional readiness and promote adaptive learning.	Delivered through training modules and facilitator guides for NDA staff and stakeholders, enhancing skills in GCF programming, pipeline formulation, and strategic alignment.	Design and deliver training workshops for NDA staff and stakeholders on GCF programming, project pipeline formulation, and strategic alignment practices.
Knowledge Products	2.2.1.3, 2.2.1.5, 2.2.1.6	Capture lessons learned, best practices, and recommendations for future programming cycles.	Prepared as concise summaries and presentations of the needs assessment and updated framework to inform validation workshops and communicate the validated document at the official launch.	Produce policy briefs, strategic summaries, and documentation of lessons learned, best practices, and recommendations for future programming cycles.

Component / Task Area	Linked Activities	Purpose	Application in Consultancy	Consultant Responsibilities
Validation & Finalization	2.2.1.3, 2.2.1.5, 2.2.1.6	Ensure national endorsement and sustainability of the Country Programme 2026–2030.	Used to sequence validation stages, record agreed revisions, coordinate Cabinet submission, organize the official launch, and guide long-term implementation.	Present draft outputs for validation, incorporate stakeholder feedback, and submit the final endorsed Country Programme 2026–2030 for Cabinet consideration and approval.
Reporting & Compliance	Not specified	Meet TOR quality and submission standards.	Not applicable (appears only in Annex 3).	Submit inception, progress, and final reports that meet TOR quality standards and Cabinet submission requirements.