



TERMS OF REFERENCE

Country:	Belize
Donor:	Green Climate Fund (GCF)
Project Name:	Enhancing Access for Climate Finance Opportunities, through pre-accreditation support to Belize Social Investment Fund (BSIF) and Ministry of Economic Development-Belize and technical support for Belize National Protected Areas System (BNPAS) Entities, Belize
Contract Title:	Recruitment of Consultancy Services to Develop a Financial Management Framework for the Belize Social Investment Fund (BSIF)
Type of Contract	Company - Firm (Local)
Estimated Start Date:	November 2023
Main Duty Station:	Belize
Deadline for Submission of EoI:	On or before November 10 2023
Delivery Partner:	Protected Areas Conservation Trust

1. INTRODUCTION

The Green Climate Fund (GCF) is a multilateral financing mechanism established to support climate action in developing countries and by extension in the Caribbean. The GCF, in fulfilling its mandate, responds to climate change through strategic investments actions that will result in low-emission and climate resilient development. These strategic investments will limit or reduce greenhouse gas (GHG) emission in developing countries, and help vulnerable societies adapt to the unavoidable impacts of climate change. The GCF has made available several windows for financing and technical support for a programmatic approach to engaging the GCF for implementing climate actions. The National Designated Authority (NDA) of Belize to the GCF, the Ministry of Economic Development (MED), applied to the GCF for Readiness and Preparatory Support.

This Readiness and Preparatory Support Project titled, “Enhancing Access for Climate Finance Opportunities, through pre-accreditation support to Belize Social Investment Fund (BSIF) and Ministry of Economic Development-Belize and technical support for Belize National Protected Areas System (BNPAS) Entities, Belize” complements the previously approved and implemented Readiness and Preparatory Funding Support project received by Belize from the GCF.

Additionally, this project also seeks to strengthen the country's capacity to access, manage, disburse and monitor financing for the purpose of fulfilling the country programme and build Belize's climate resilience. The Protected Areas Conservation Trust (PACT) is the delivery partner for this Readiness Project. In collaboration with the NDA of Belize, PACT will execute the activities as set out in the Readiness Proposal approved by the GCF, which includes procuring goods and materials, professional services and consultants as is necessary.

As set out in the approved project, Outcome 1.2: "Direct Access applicants and accredited entities (DAE's) have established capacity to meet and maintain the GCF's accreditation standards; and accredited DAE's have the capacity to develop a pipeline of projects and effectively implement GCF-funded activities" and Output 1.2.2: "Financial Management Framework developed and validated by BSIF management inclusive of policies for procurement and audit functions" are to be achieved through Activities: 1.2.2.1 (develop a Financial Management Framework), 1.2.2.2 (establish a formal Procurement Process), 1.2.2.3 (establish an Internal Audit Function Desk) and 1.2.2.4 (conduct a one day workshop for 3 BSIF staff on the utilization of the new financial management framework). These activities will enable BSIF to fill accreditation gaps identified which will lead to the establishment of functional internal frameworks and management systems and contribute to meet GCF's accreditation standards.

2. BACKGROUND

The Belize Social Investment Fund (BSIF) was established in 1996 and based on its governing act is mandated by the Government of Belize to provide financial and technical assistance to local government entities and community groups through development cooperation funds earmarked for poverty reduction interventions. Work under a previous Readiness grant (BLZ – RS – 002) identified gaps including the following in BSIF's operation in line with the fiduciary criteria of the GCF: (i) the lack of a Strategic Plan to guide its long-term vision and work of the organization, (ii) The lack of a formal financial management system/framework (iii) the need for a grants award mechanism and (iv) the lack of Environmental, Social and Gender Management Frameworks for the operation of the organization and any projects under implementation. Building on the support provided under a previous Readiness, this Readiness Grant seeks to strengthen internal capacities and function of the BSIF to attain GCF Accreditation by addressing the above gaps. In so doing, Belize will be able to access international climate finance via an entity engaged in the provision of basic climate resilient social infrastructure and related human development interventions across the Health, Education, Water and Sanitation sectors particularly in rural communities throughout the country. The BSIF serves a unique role in addressing the human developmental needs of men, women and children in communities across the country, inclusive of climate adaptation needs, and the realization of the Sustainable Development Goals.

3. SPECIFIC OBJECTIVES

The BSIF is undertaking a technical consultancy to design and implement a strengthened Financial Management Framework (FMF) and supporting systems that will enhance probity and accountability within the organization's related functions. The main objective of the consultancy is to support the BSIF Finance, Procurement and Administration departments in reviewing the existing internal systems and processes and develop improved frameworks, procedures and mechanisms to ensure that the overall financial management system of the organization is strengthened, robust and aligned to governing domestic and international financial management policies, laws and regulations. The consultancy will also assist with transferring the requisite know-how to the appropriate staffers of BSIF where necessary. Specific activities of this consultancy should also result in the development of a comprehensive FMF that allows BSIF to gain accreditation by the GCF.

4. SCOPE OF WORK

The Firm will execute the following activities that contribute towards enhancing the BSIF's capacity to effectively mobilize, manage, and monitor climate finance in an effort to achieve the national sustainable goals and objectives outlined in national strategies and action plans. This consultancy will provide technical assistance for the development of BSIF's FMF, which will guide the operations of its finance department in line with international standards. In carrying out this assignment, the firm is required to employ a collaborative approach and close engagement with BSIF and its stakeholders in ensuring that the completed assignment deliverables are consistent with national standards and protocols.

The firm shall work in close consultation with BSIF's Finance Unit Coordinator, staff from the Finance, Procurement and Administration units and the Executive Director of the BSIF. This should enable the BSIF to have a systematic and disciplined approach to evaluating and improving the effectiveness of risk management, internal financial control and related governance and management processes. The particular organizational functions that will be assessed and improved include financial management and administration, procurement, human resources management and information technology. The specific areas to be examined include:

1. Governance mechanisms centrally linked to transparent and accountable financial management;
2. Internal control processes;
3. Financial management system;
4. Procurement management system;
5. Reliability and integrity of financial and operational information and data;
6. Information systems environment;
7. Efficiency and effectiveness of administrative and operations systems;
8. Compliance with national financial management policies and regulations;

9. Safeguarding of assets;
10. Effective, efficient and economical use of resources;
11. Capacity gaps and areas that require improvement and
12. Appropriate work roles and corresponding job profiles required to optimally implement new/revised FMF.

The scope of work for the Firm includes the following specific tasks and deliverables:

Preparatory and Consultative Tasks:

- Participate in an Inception Meeting with the BSIF Board and management team to: (1) discuss the scope of the Terms of Reference (TOR) and deliverables to be produced and (2) discuss and finalize the work-plan and proposed consultation schedule.
- The firm is expected to develop, and submit an Inception Report including an approved consultancy work plan, which details specific activities, timelines, and the sequence.
- Conduct external stakeholder data collection meetings with key state and development cooperation entities including, but not limited to: Ministry of Finance, Economic Development and Investment, the Caribbean Development Bank (CDB), the World Bank (WB) and the CARICOM Development Fund (CDF).
- Review all relevant literature, to include but not be limited to the SIF Act, Operational Manual, and tripartite agreements; previously completed Impact Assessment, Institutional Assessment, external financial audit reports and performance audit reports;
- Conduct participatory sessions with all personnel from Finance, Human Resources, Payroll, Procurement and Administration in developing and implementing internal standard operating procedures aligned with GCF policies and
- Collaboratively develop governance mechanisms and processes that when implemented could facilitate the effectiveness of the revised BSIF FMF.

Strategy Formulation, Leadership and Governance:

- Develop and institutionalize a Business-Financial Model that ensures adequate recovery of BSIF's costs and revenue realization through various fee mechanisms;
- Establish the requisite organizational arrangements for effective financial management interface with key stakeholders including the BSIF Board, Ministry of Finance, Belize Tax Service, and donor partners (e.g. Caribbean Development Bank and World Bank) to ensure well defined compliance requirements are managed and met;
- Develop long-term budgetary planning and cost management procedures in alignment with BSIF's strategic plan and business objectives and
- Establish and integrate key Board sub-committees (audit, procurement and ethics) into BSIF's governance structure aimed at strengthening the organization's level of transparency and accountability in its financial management;

Financial and Operations Management:

- Develop financial management and procurement manuals that are required of GCF accredited agencies or revise/update existing BSIF financial management and procurement manuals to be compliant with GCF accreditation requirements;
- Develop a BSIF Financial Control Policy and corresponding Financial Control procedures;
- Adopt and implement IPSAS (International Public Sector Accounting Standards) to ensure that BSIF financial statements are compliant with IPSAS;
- Design and facilitate a “roll-out” of International Financial Reporting Standards (IFRS) at BSIF with the intention of full compliance by the end of 2024 with clean IFRS compliant audit reports;
- Assessment of fully functional computerized accounting system workflow;
- Improve existing procedures or establish new procedures that provide oversight for the general accounting function which includes inter-organizational transactions, cash management/reconciliation for multiple accounts, financial reporting and balance sheet management;
- Develop and support implementation of procedures and processes for monitoring the maintenance of BSIF’s financial records in compliance with regulatory requirements, BSIF’s accounting policies and IFRS;
- Put in place and support a mechanism for restating BSIF’s financial statements from modified cash/accrual basis to full accruals of IFRS as and when required and on a quarterly basis;
- Review accounting activities to ensure that a standard level of internal controls and audit procedures and techniques are consistently applied;
- Develop an Internal Audit Policy/Charter and corresponding Internal Audit Manual in accordance with internationally recognized standards;
- Develop a corporate Procurement Policy and corresponding Procurement Manual and guidelines in accordance with internationally recognized standards;
- Develop work policies, procedures, and work-flow processes to produce the necessary controls on the organization’s assets by updating and developing the BSIF financial procedures manual;
- Develop or improve a complete non-current asset register that includes all assets of the BSIF with appropriate valuations and maintenance schedule where necessary;
- Develop BSIF assets transfer framework for movement of assets and ensure its implementation with complete documentation and
- Develop a BSIF green policy that is intended to demonstrate the organization’s commitment to environmental responsibility and assist with reducing its carbon footprint. The initial green policy version will initially focus on increasing transactional efficiency related to financial management functions and lessening the generation of hard-copy paper documents, files and folders through the appropriate and effective use of document scanning and electronic file management and storage technologies. This green policy will be piloted firstly in the organization’s finance and administration departments and across their various functions.

Risk Management and Compliance:

- Develop a risk management and compliance framework (RMCF) inclusive of optimal organizational arrangements to manage risk and exposure for the BSIF;
- Design the RMCF to allow for ease of compliance with all applicable legal and regulatory framework, financing covenants and the international financial reporting framework (IFRS);
- Establish sound system of internal controls to ensure adequacy of policies, systems and processes to safeguard BSIF's assets and to enhance operational efficiency;
- Develop comprehensive risk management policies and procedures to ensure that BSIF's financial risks are minimized at an acceptable level;
- Develop the Funds Accounting Manual, Antifraud Policy and Procedures (Anti-money laundering/anti-terrorist financing), Procedures Manual for Investigating Fraud and Whistleblower Policy and Procedures Manual as part of the preparations being made to submit an accreditation application to the GCF;
- Develop a corporate Code of Ethics and Code of Conduct to govern BSIF's financial and procurement transactions;
- Develop a corporate conflict of interest/financial disclosure policy and accompanying conflict-of-interest review and resolution procedures to govern BSIF's financial and procurement transactions;
- Develop a corporate financial mismanagement policy govern BSIF's financial and procurement transactions and accompanying procedures for dealing with financial mismanagement and other forms of malpractice and
- Mechanisms for follow-up on matters previously reported in previous audits.

Methodology

The Firm will be expected to carry out this assignment by:

- Assessing BSIF's existing internal control measures;
- Consulting with all relevant and concerned internal and external BSIF stakeholders (individuals and groups);
- Review of past financial reports including audit reports and
- Review of past organizational assessments that included assessments of BSIF's financial management framework, systems, and processes.

5. DELIVERABLES

All documents submitted must be in English

Deliverables	Timeframe
1. Inception report and detailed work plan. <ul style="list-style-type: none">• Detailed scope of work• Methodology• Timelines (Gantt chart)• Milestones including stakeholder engagement	2 weeks from signing contract
2. Finalized suite of Financial Management Framework documents (Accounting Manual, Antifraud Policy and Procedures, Procedures Manual for Investigating Fraud and Whistleblower Policy and Procedures Manual.)	Month 2
3. Finalized suite of Procurement process: Procurement Policy and Procedures Manual	Month 3
4. Finalized Internal Audit Charter, Audit Procedures and Terms of Reference for Desk	Month 4
5. Finalized Report with Gender disaggregated information on training workshop for staff and post training evaluation on participants	Month 5

6. REPORTING

The Firm will report to BSIF's Executive Director/BSIF Board and will work in close coordination and collaboration with the Project Manager from the PACT as the Project's Delivery Partner. The service provider will be expected to produce the following report during the period of the consultancy: a. An Inception Report should be submitted no later than two weeks after the formal start of the consultancy and b. A bi-weekly update meeting to report on the consultancy progress with the BSIF Executive Director, Finance Unit Coordinator or his designated representative, and the Readiness Project Manager throughout the assignment.

7. DURATION OF ASSIGNMENT

This consultancy has a duration of 95 days, within a period of 5 months.

8. MANAGEMENT ARRANGEMENT

The consultancy is commissioned by the PACT. The Firm will report to PACT for contractual and administrative purposes. Members of the BSIF will provide additional technical advice and inputs, overall coordination, and oversight for the consultancy. The Firm will liaise with everyone from the project core team but will ultimately report to the PACT. The Firm is liable to pay income tax to the Belize Tax Services (BTS).

9. PAYMENT SCHEDULE

#	Deliverable Output	Percentage
1	After contract signature and delivery and acceptance of Inception Report and Work Plan	10%
2	Finalized suite of Financial Management Framework documents	30%
3	Finalized suite of Procurement process: Procurement Policy and Procedures Manual	30%
4	Finalized Internal Audit Charter, Audit Procedures and Terms of Reference for Desk	20%
5	Finalized Report with Gender disaggregated information on training workshop for staff and post training evaluation on participants	10%

10. QUALIFICATIONS AND EXPERIENCE

The Firm must demonstrate the following:

- Team leader: Minimum of an advanced degree (Master's Degree or equivalent) in either, but not limited to, Economics, Finance, Business Management, or related fields from recognized and reputable academic institutions. Should have a professional qualification in finance like CPA/CA/ACCA or an equivalent qualification, and 10 years relevant experience in financial and/or budget management.
- The firm is required to have 10+ years' experience in the development of financial management frameworks for internationally recognized institutions. Experience in Financial Management, Finance Software, Procurement and Audit Function.
- Demonstrate knowledge of the current climate finance architecture of the Green Climate Fund.
- Must have competence in Project Management

11. LANGUAGE

Excellent oral and written communication skills in English. Knowledge of Spanish is an added value.

12. APPLICATION PROCESS AND DEADLINE

Interested Firms are asked to submit:

- Signed letter of interest.
- A detailed technical proposal for the deliverables. The technical proposal should include methodology, work schedule, quality control and quality assurance. The technical proposal should also describe the relevant years of experience.
- A financial proposal.
- The most recent Curriculum Vitae of the team.

Packages should be submitted no later than November 10, 2023, at 5:00pm (Central Standard Time) and addressed to:

Mr. Radin Santos
Procurement Officer
Protected Areas Conservation Trust
Re: Expression of Interest – *Development of a Financial Management Framework for Belize Social Investment Fund*

Soft Copies should be sent via email to:
procurementofficer@pactbelize.org and ProjectManager@pactbelize.org

PACT is an equal opportunity employer and does not discriminate against protected characteristics (gender, age, sexual orientation, race, nationality, ethnicity, religion, disability).

PACT is not liable for any costs incurred by interested parties in the submission of their application.