

# **CATALYZING INVESTMENT IN THE PERUVIAN AMAZON'S PRIVATE SECTOR ACTIVITY (CIPAPS)**

## **REQUEST FOR PROPOSALS (RFP)**

**For**

## **BUSINESS ADVISORY SERVICE PROVIDER (BASP) MAPPING ASSESSMENT**

### **A. ACRONYM LIST**

BAS	Business Advisory Services
BASP	Business Advisory Service Provider
CIPAPS	Catalyzing Investment in the Peruvian Amazon's Private Sector
FI	Financial Institution
ICT	Information and Communications Technology
LOE	Level of Effort
MSME	Micro, Small and Medium Enterprise
NTFPs	Non-Tree Forest Products
PCA	Peru Cacao Alliance
PDF	Project Development Facility
SME	Small and Medium Enterprise
SOW	Scope of Work
TA	Technical Assistance
USAID	United States Agency for International Development
VC	Value Chain

## **B. BACKGROUND**

Catalyzing Investment in the Peruvian Amazon's Private Sector (CIPAPS) is a 6-year, \$30M USAID - funded Project<sup>1</sup> implemented by Palladium with the objective of channelling financing and investment into micro, small, medium and large businesses and financial institutions (FIs) of all sizes impacting Peru's Amazon. Specifically, CIPAPS is expected to mobilize US \$300,000,000 in primarily commercial financing<sup>2</sup> for the nine regions<sup>3</sup> of Peru's Amazon over 6 years.

CIPAPS is designed with an approach to blend finance directed towards firms and FIs targeting Peru's Amazon with the objective of driving enterprise-led growth in the region and creating jobs.

To ensure sustainability of this endeavour after USAID-funding ends, the intent is for CIPAPS to convert into a standalone, sustainable operating entity during implementation. One possible modality is the Project Development Facility (PDF) model conceived by Palladium. The Facility is designed to be an entity able to generate revenues and receive financing and resources from various commercial and non-commercial sources and continue providing blended finance that benefits Peruvian rural enterprises after the project ceases to exist. Palladium is piloting Facility models with a set of anchor investors and financial institutions in a number of countries, as per Graphic 1.

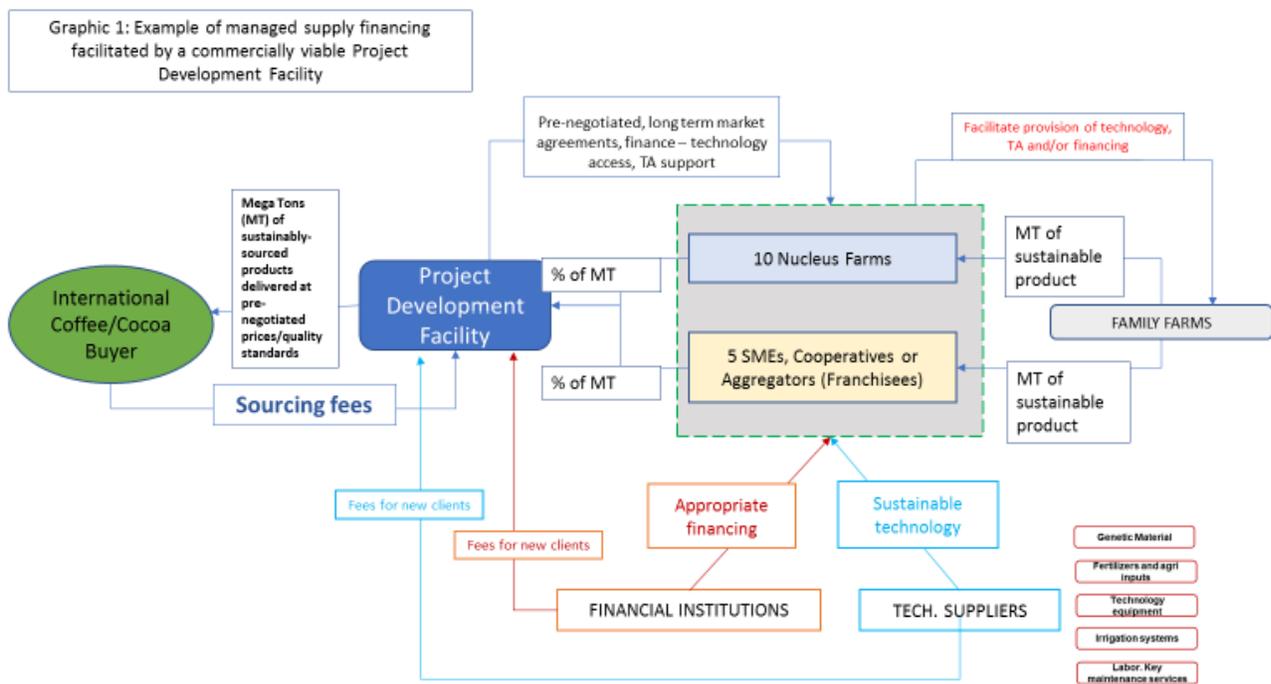
The type of sustainable operating entity eventually selected for CIPAPS' commercial sustainability will depend on the results of a set of initial design assessments, of which this Assessment is one, as well as the experience gained during Project implementation.

---

<sup>1</sup> Although here we are referring to CIPAPS as a Project, technically, CIPAPS is one of many "Activities" that USAID Peru has contributed resources to under the broader, global USAID DC-managed Catalyze Project that Palladium implements.

<sup>2</sup> For purposes of this document, "financing" refers to both debt and equity, quasi-debt, commercial and concessional finance, and any form of capital directed towards firms and/or financial institutions in the target geographic areas.

<sup>3</sup> The nine regions potentially targeted for expanded financing can include the Amazon regions of Amazonas, Cuzco, Huanuco, Junin, Loreto, Madre de Dios, Pasco, San Martin, and Ucayali. Businesses and FIs located in other regions can also participate in financing under CIPAPS, provided the financing will positively and directly impact actors within these nine regions. The separate Opportunity Assessment will serve in part to prioritize the areas and corridors within these regions that will be targeted for support by CIPAPS.



The theory of change behind CIPAPS is the following: IF USAID can effectively partner with financial institutions and anchor companies to deploy technical assistance and blended finance, THEN Peruvian enterprises will have better access to finance and markets with which to invest in growth and productivity improvement, AND they will become more competitive, driving economic growth and enterprise-led growth in the region and creating jobs.

The CIPAPS blended finance approach has three principal functions, or interrelated Components:

1. Develop Partnerships and Structure Projects or Business Models<sup>4</sup> to Increase Financing and/or Investment to Amazonian businesses
2. Strengthen FI Services to Targeted Regions, Sectors and Value Chains (VCs)<sup>5</sup>
3. Develop a Digital Information System that Underpins the Blended Finance Business Models Designed Under CIPAPS

During the first six months of implementation, the CIPAPS team will assess supply and demand for financing throughout the nine Amazon regions, as well as the ecosystem in place to support such investments, through conducting a series of inter-related assessments. Specifically, this will entail three assessments:

<sup>4</sup> "Projects or Business models" refer to inclusive growth initiatives that bring together actors that support economic growth in the Amazon region, potentially including offtakers, aggregators, end buyers, producers, technology companies, input providers and financial institutions. Viable projects generally include a lead or "anchor" investor.

<sup>5</sup> Economic sectors and specific value chains with potential for growth and job creation will be identified as part of an Opportunity Assessment, which will inform CIPAPS' focus areas beyond geography.

1. **Financial Ecosystem Assessment:** financial sector supply of finance and investment in the Amazon.
2. **Opportunity Assessment:** an initial demand scan of set of specific opportunities for finance and investment in key supply chains throughout the Amazon.
3. **Business Advisory Service Provider (BASP) Assessment:** the ecosystem of BASP actors supporting the identification and structuring of financing and investment for firms and groups of firms in the Amazon.

When possible, these assessments will be conducted by local or international providers, guided by the CIPAPS team. When not possible, the CIPAPS team will conduct the assessments directly.

While the three assessments will be led by different teams with separate findings and deliverables, they are inter-connected on a few themes, namely:

1. Which are the most promising sectors and opportunities for financing at scale in the Amazon?
2. What is the nature of demand for financing and other advisory support services to bring these financing opportunities to fruition?
3. How can the services provided by CIPAPS feasibly convert into a sustainable operating entity over time, what would it require, and which actors might be interested in supporting this entity?

Due to the inter-related nature of these assessments, the three assessment teams will be guided by the CIPAPS team and will coordinate interviews to not overburden stakeholders with multiple interviews or repetitive questions. The assessment teams will conduct their assessments simultaneously during September 2020. Assessment teams will hold weekly check-ins with the CIPAPS team (and USAID if desired) to share findings and discuss inter-connected issues to avoid duplication of effort.

These three initial assessments will lay the foundation for this CIPAPS blended finance Project, including a fit-for-purpose design of a sustainable operating structure to continue beyond USAID funding. The initial 6-month period will also culminate in a launch and validation event detailing a Strategy Map utilizing Palladium's Balanced Scorecard Methodology. These final outputs will drive CIPAPS' implementation approach.

As a method to achieve scale in financing and to reduce the high transaction costs of financial service provision, CIPAPS will endeavour to bring together a variety of actors (e.g. buyers, suppliers, intermediaries, FIs, smallholder farmers, and technology companies) in new configurations or deals, with the goal of providing blended finance transactions to as many businesses and smallholders as possible. CIPAPS' blended finance "bundling" function will also

serve to support anchor corporations<sup>6</sup> to strengthen their supply chains, obtain quality products for export, and improve market linkages for Peruvian enterprises in these same geographic areas and sectors. Playing this bundling function can also serve as a potential source of revenue to continue blended finance service provision by the operating entity in the future.

As a method to successfully place such a large amount of capital in an economically underdeveloped region such as Peru's Amazon, CIPAPS will engage market actors that can be catalysts. This includes large, international buyers offering long-term purchase agreements at set prices, which will greatly facilitate bringing together groups of micro, small and medium enterprises (MSMEs), farmers and intermediaries and serving them with financing and appropriate technical assistance via traditional and/or digital technologies. As opportunities present, CIPAPS will engage Business Advisory Service Providers (BASPs) to facilitate large inbound investment both to enterprises and their suppliers, potentially in coordination with value-chain specific Alliances supported in Peru with USAID resources (e.g. Peru Cacao Alliance, Peru Coffee Alliance, Peru Finance Alliance). CIPAPS can also consider structuring national and/or sub-sovereign public/private partnership transaction aligned with the development impact sought.

CIPAPS will use a variety of techniques to catalyze new financing and investment.<sup>7</sup> These include:

- 1) Deal origination/structuring and other technical assistance support to help businesses and groups of businesses with interests in the Amazon<sup>8</sup> to become "investment-ready";
- 2) Provision of training and technical assistance for FIs to better understand the target sectors and their risk profiles and mitigants;
- 3) Provision of other financial incentives to FIs to minimize their costs, allow them to innovate and significantly expand their financing to underserved populations, sectors and geographies. Through these various incentives, CIPAPS intends to build the capacity of FIs to enter new markets and profitably serve new market segments, underbanked geographic areas and populations, and sectors that they historically have not served.

The sectors of CIPAPS focus will be identified as part of an Opportunity Assessment. Sectors to be considered for expanded financing support may include (but are not limited to) agriculture, information and communications technology (ICT), ecotourism, infrastructure, and relevant sub-

---

<sup>6</sup> Anchor corporations are medium or large firms with access to markets, generally seeking to build out their supplier base.

<sup>7</sup> For purposes of this Assessment document, "Financial Institutions" refers to the broad universe of any entity interested in or providing financing to actors in the Amazon or financing positively impacting actors in the Amazon. The definition is broad and includes commercial banks, equity funds, impact investors, family offices, microfinance institutions, non-bank financial institutions, leasing companies, insurance companies and "Cajas" operating inside and outside of Peru. Given the COVID-19 environment, other sources of non-commercial financing also be considered as potential financial institution providers for firms seeking financing under CIPAPS. CIPAPS intends to competitively select and engage at least a dozen of these private financial institutions in pay for results arrangements to provide them an additional stimulus to significantly expand financing principally to firms but also to financial institutions operating in the Peruvian Amazon or with operations impacting the Amazon.

<sup>8</sup> Operating in, or sourcing from, the Amazon region of Peru.

sectors supporting sustainable and inclusive growth of enterprises in the Peruvian Amazon. Businesses involved in processing, distribution, sales, transport, and logistics could be targets of new financing by CIPAPS. CIPAPS may also support agribusiness sub-sectors of fish, forestry and wood products, banana, cacao, coffee, ginger, acai, Lucuma, camu-camu, Brazil nuts, and other agroforestry or non-tree forest products (NTFPs) with commercial potential. Sectors selected for CIPAPS support will be prioritized based in part on their potential to create productive employment opportunities for men, women and youth, as well as to increase enterprise revenues, contribute to economic diversification and contribute to COVID-19 economic recovery. Scale in impact and commercial potential will be additional criteria for CIPAPS sector selection. CIPAPS financing will target businesses, suppliers, and potential business product and service customers (e.g. agricultural inputs, clean energy products, agricultural insurance, etc.). Financial institutions may also be beneficiaries of CIPAPS technical assistance and financing support, especially if these require additional capital injections or other risk mitigating instruments (e.g. guarantees or other mechanisms) to expand financing including to the target sectors, geographies, and populations.

Preference will be given to financing and investing in companies located in the Peruvian Amazon, but this is not a hard requirement. However, at a minimum, the investee must process or utilize products that emanate from and/or support families and companies in the Peruvian Amazon. The Opportunity Assessment will also endeavour to define which corridors or clusters within these nine regions may be most appropriate for expanded investment and financing.

Following the initial phase of assessments and a determination of the appropriate operational entity to continue providing sustainable blended finance services over time, CIPAPS will be staffed and become fully operational. Once operational, the CIPAPS team, relevant stakeholders and BASP sub-awardees will source and structure financing and investment deals, provide technical assistance (TA) to ensure success, develop a digital information system that will underpin this blended finance platform business model, contribute to lowering the cost of financing and improve the transparency of products sourced from the Amazon, and will monitor the implementation of funded projects.

By mobilizing substantial capital from the public and private sectors, bolstering the financial supply and demand ecosystems, and providing targeted assistance that takes into account the economic impact of the COVID-19 pandemic, the CIPAPS Project will contribute to USAID's overall goal of fostering broad-based, sustained, and inclusive economic growth in Peru's Amazon.

### **C. BASP MAPPING ASSESSMENT OBJECTIVE**

Having a set of qualified, appropriately incentivized and local Business Advisory Service Providers (BASPs) capable of envisioning, packaging and closing viable financing and investment deals for financial institutions is an important precursor to expanding financing and investment at scale in Peru's Amazon. Use of available guarantee instruments, the level of training for FIs (in economic sectors, new lending methodologies or in how to reorganize to expand lending), and matching supply of and demand for capital to date has been inadequate to drive the level of investment sought to transform Peru's Amazon away from a reliance on illicit economic activities. Significant new financing and investment that contribute to inclusive growth at scale are needed to solidify gains towards licit economic activity in Peru's Amazon.

Peru has a solid and sophisticated financial sector, growing extractive industries (e.g. mining, oil) and a growing agricultural sector that has attracted significant, private investment to expand and become an export leader in multiple products (e.g. avocado, blueberries, asparagus, and fine flavor cacao). Some of Peru's FIs already hire transaction advisory services (deal flow) from BASPs, to package the financing deals to support business growth, but at the moment they are focused principally on other geographies, populations and economic sectors, and not towards the size and types of enterprises that make up the majority of licit businesses or constitute the opportunities for economic growth in the Amazon.

CIPAPS intends to provide deal identification and packaging services from inception as a commercial product, using incentives to encourage local BASPs to deepen their engagement in identifying, packaging, and closing transactions in the Amazon. The goal of this BASP Mapping Assessment exercise therefore, is to understand how to best identify, hire, and subcontract BASPs to provide these commercial services on a sustainable basis, so they can package financing for FIs, present these to FIs, and bring deals to closure.

The BASP Mapping Assessment team will gather quantitative and qualitative data from a variety of sources to establish a better understanding of the characteristics of the Peruvian BASP market today, including who they are (e.g., local consulting firms, transaction advisors, lawyers, individual consultants, deal brokers, etc.), where they are located, skill levels, target market segments for services (e.g. both businesses and FIs), and how capable they are of identifying and packaging both individual, viable business deals, and new partnerships between actors (e.g. FIs, international buyers, agricultural technology companies, supply chain managers, farmers), and closing these deals in partnership with FIs. In some cases, BASPs provide technical assistance as part of their work in structuring financial products for businesses and FIs. The

Assessment will also uncover the extent to which these services are provided by BASPs or not, and whether this is a market opportunity for service providers.<sup>9</sup>

It is envisioned that the CIPAPS team will structure and provide institution-specific training to FIs in support of expanded investment and the role of BASPs in pipeline generation. Therefore, this Assessment will provide a greater understanding of the BASP market, types of services offered, costs and fee structures, their understanding of the Amazon market, the extent to which youth and female owned/led enterprises require (and are provided) differentiated BAS, and a list of BASPs' capacity-building needs. The Assessment will inform the gaps in understanding among BASPs to be able to expand their services to more Amazon enterprises, and related training and technical assistance required from CIPAPS to improve this level of understanding and service provision.

This Assessment must also consider how the economic fallout from the COVID-19 global pandemic will affect the supply and demand for transaction advisory services in the Amazon, and whether and how their services must adapt during this period of global economic crisis.

Ultimately, the BASP Assessment will provide a set of recommendations to help guide their identification and onboarding by CIPAPS to provide commercial transaction assistance to more enterprises in Peru's Amazon. If more BASPs are actively providing commercial transaction assistance in Peru's Amazon, we estimate they will increase their own business growth and also leverage significantly more investment into Peru's Amazon, positively contributing to inclusive growth.

#### **D. ASSESSMENT SCOPE, METHODOLOGY AND ACTIVITIES**

The BASP Mapping Assessment scope includes several activities; first, the team will review existing literature and analyses of BAS providers in Peru, incorporating an initial analysis conducted in 2017 by the USAID-supported Peru Cacao Alliance (PCA). The team will meet with representatives of any other BAS capacity-building efforts and projects to build upon existing analyses and experiences. Assessment team members will conduct further research and data collection through a variety of methods, including interviews, qualitative data collection and potentially surveys.

As this Assessment will occur during the same time period as two other CIPAPS initial Assessments (Financial Ecosystem Mapping and the Opportunity Assessment), the BASP Mapping Assessment team will hold weekly check-ins with these Assessment teams (moderated by the CIPAPS team) to brief on another on findings related to the inter-connected points

---

<sup>9</sup> The CIPAPS work towards developing digital information systems that support expanded financing for the smallest entrepreneurs, as well as product transparency and traceability is a separate activity from this BASP Assessment. However, the Assessment may identify BASPs with a specialty in designing digital management information systems.

between Assessments. Specifically, they will coordinate investigation of the nature of demand for transaction and business advisory assistance (entrepreneurs seeking investor resources), as well as interest and demand from FIs for transaction and business advisory assistance.

Second, to maximize the benefit of existing USAID investments in Peru, the BASP Assessment team will also interview representatives of current USAID implementing partners in the Amazon to learn about their experience with financial services and investment support in the Amazon, their perspective on transaction assistance required to support emerging economic opportunities driving large-scale investment, and to determine whether these projects can contribute to the pipeline of viable investment opportunities for BASP consideration.

Third, the BASP Assessment team will focus their research and interviews on BASPs currently serving private enterprises in multiple sectors and sub-sectors mentioned previously in the Amazon. BASPs interested in expanding their services to private enterprises in target sectors or expanding into financial facilitation services in the Amazon can also be targeted for this study. The assessment team will ensure they interview a diverse range and size of BASPs that can provide appropriately-designed TA to different types and sizes of firms, including women-led or youth-led BASPs, which are more likely to identify women and youth owned/led enterprises for support.

The BASPs mapped through this assessment may be located throughout Peru, and assessment team members will be asked to travel to meet with BASPs where they are physically located to the extent possible, given COVID-19 travel restrictions.

Research and interviews of relevant stakeholder will be conducted in Peru principally in person in Spanish, as well as remotely and through local consultants as needed.

Fourth, the Assessment team will collect information on the following aspects of the BASP ecosystem in Peru that is currently or can potentially serve a broad range of businesses seeking capital in Peru's Amazon, as described below.

#### **BAS Environment:**

- Assessment of the state of the BASP market in Peru that can support expanded financing in the Amazon.
- Strengths and weaknesses of the BASP market in relation to similar countries.
- The role of the Peruvian government including relevant government policies/regulations and Peru's private sector in supporting the development of BAS networks nationally and in the Amazon.<sup>10</sup>

---

<sup>10</sup> Companies receiving transaction advisory support from BASPs can be located in the Amazon or outside of the Amazon, as long as expanded financing will positively impact inclusive growth in any of the nine targeted Amazon regions.

- Identification of training institutes and other entities that exist to develop BASP capacity and quality service provision.
- Assessment of the size and nature of demand for BASP services, especially those demanded from firms and FIs interested in significantly expanding financing and investment into, and/or benefiting, the Peruvian Amazon.
- Level of interest and experience among firms and FIs in receiving BAS services, list of services demanded, including willingness to cover related fees. (The Assessment team will coordinate with the FI Assessment team on BASP demand among FIs to avoid duplication of effort.)

### **BAS Supply:**

- Database of BASPs interviewed including the following elements of BAS supply organized into an Excel spreadsheet or other live accessible database such as a Google Sheet (at minimum):
  - Types of services provided to firms
  - Sectoral and geographic expertise/coverage
  - Fees charged for similar or comparable work
- Interest levels in expanding their portfolio of work into firms located in the Amazon and impacting the Amazon
- Estimated size of the BAS market<sup>11</sup>.
- Types of assignments undertaken by BASPs and firm specializations.
- Typical fees charged per type of assignment and how much of this is covered by donor/government subsidy.
- Geographic spread of BASP service provision.
- % of BAS clients that are women and percentage that are youth (29 or younger).
- Experience in the sectors that have potential for growth in the Amazon.
- Estimates on the level of success (e.g. deals closed) quality of services (e.g. testimonials, examples) provided by BAS.

---

<sup>11</sup> Given U.S. government procurement and Peruvian legal requirements, CIPAPS must limit its engagement of BASP to those legally registered to operate in Peru. BASPs can be individual consultants, more sophisticated firms, non-profits, or other actors, but to partner with CIPAPS, they must be experienced transaction advisors and legally able to enter into a subcontract arrangement with a USAID project.

- Identification and description of BAS firms led by women.
- Certification programs (if these exist) and quality control of these.
- Strengths and weaknesses of the BAS overall in terms of their ability to support identification and closure of quality Amazon financing deals.

#### **BAS Demand:**

- Types of businesses, including microenterprises and smallholders using BASP services now.
- Types of BASP services most frequently demanded.
- The extent to which women owned/ led enterprises require differentiated BAS services.
- Amounts paid for BAS differentiated by funder, type of service, and by gender of business owner.
- Analysis of whether BASP skills and services are aligned with the types of assistance demanded by firms in the target sectors in the Amazon, or if there is a demand-supply mismatch.

#### **Recommendations:**

- Initial list of a minimum of 15 BASPs<sup>12</sup> that can potentially support firms and FIs of all sizes to channel new capital into Peru's Amazon. More BASPs can be included in this list if they are successfully identified and operate commercially. Prioritize the BASPs that demonstrate significant commitment to providing technical and financial services to firms in the target sectors profitably (without donor subsidy).
- List of most solicited BAS services and opportunities by firms in the Amazon.
- List of key capacity-building topics required to support BASPs to provide quality services identifying and closing financing deals in the target sectors in the Amazon.
- Steps required to create and develop a Peruvian BAS network targeting the Amazon (if few BASPs exist providing these services now) and likelihood of uptake on ongoing basis by the BASPs.

---

<sup>12</sup> CIPAPS intends to hire an initial set of BASPs that appropriately represent the demand for their services among firms and FIs, and then hire more as needed to serve the evolving demand for services. Palladium may consider instituting a rolling onboarding process for new BASPs as has been conducted in other markets, so new BASPs can be onboarded during project execution as required. Palladium's must optimize to factor in the additional value, administrative burden, and expanded risk of managing many dozens of BASP subcontracts.

- Suggestions on how to most effectively channel, expand, and improve BAS services to female-led and youth-led businesses.
- Recommendations for Peru’s government and private sector to consider support to develop a vibrant BAS ecosystem targeting the Amazon.
- Suggested fee levels to appropriately compensate BASPs to identify, structure, and close financing deals targeting the Amazon that appropriately align incentives among all parties. Suggestions on how fees should be structured so they can be sustainably provided on a commercial basis (e.g. how much should be covered by CIPAPS, how much should be covered by FIs, how much should be paid for by firms receiving transaction assistance), and how BAS will continue after subsidies end.

## **E. DELIVERABLES**

The assessment team is responsible for the following deliverables:

1. Outline of the report content including description of proposed charts and graphics submitted 7 days after initiating the assessment.
2. One page workplan (in a GANTT chart) and an initial interview schedule, including a list of names/organizations of those to be interviewed 10 days after initiation of the assessment.
3. A draft report submitted to Palladium including all requirements listed above submitted 30 days after initiating the assessment.
4. A final report to be submitted to Palladium incorporating any recommendations for improvement within two weeks after receiving input on the draft report.
5. A briefing and PowerPoint on assessment results at the end of field work to Palladium/CIPAPs team, USAID, and others as requested by the CIPAPs team. Submitted 45 days after initiating the assessment.

All products to be delivered in writing must be prepared in English and transmitted electronically. All deliverables must be prepared in line with USAID branding policy, using USAID guidelines, format, and logos.

## **F. PROPOSED ASSESSMENT TEAM MEMBERS, RESPONSIBILITY, AND LEVEL OF EFFORT**

The Assessment team will be guided by the CIPAPS Activity Manager (or her designate) and local Palladium team members in Peru to prepare for and complete this assignment. The

following is an estimate of the short-term technical assistance (STTA) required to complete the Assessment. Bidders may propose fewer or additional team members if deemed necessary.

**Team Leader:** Responsibilities include developing, implementing, and overseeing completion of the BASP Mapping Assessment. Will conduct interviews and collect data; manage assessment team members; lead the development and finalization of assessment deliverables. Estimated days of level of effort (LOE): 20 days

**BASP Experts (2):** Responsibilities include supporting the creation of interview guides; conducting interviews and collecting data; assisting with developing the findings; and producing and finalizing the deliverable. Days of LOE: 40 (for both Experts)

**Research Assistant:** Responsibilities include supporting in the creation of interview guides and data collection databases; supporting and managing assessment team schedule; conducting literature review; conducting interviews and collecting primary and secondary data; and assisting with the production and finalization of assessment deliverables. Days of LOE: 15

#### **G. TECHNICAL OVERSIGHT AND SUPERVISION:**

The Assessment Team Leader will report to the CIPAPs Activity Manager or her designate.

#### **H. ILLUSTRATIVE INVESTMENTS TO BE FINANCED UNDER CIPAPS**

Examples of illustrative financing opportunities to be considered under the CIPAPs blended finance approach may include (but are not limited to):

- 1) Businesses of all sizes seeking growth capital (to enhance commercial production, processing capability, ability to produce and process sustainably) and which are linked to buyers and long-term purchase contracts as well as smallholder farmers in the Amazon.
- 2) Forestry firms seeking capital for sustainable and transparent expansion in coordination with buyers and small producers.
- 3) Investment projects with high social and environmental impact and potentially lower initial returns supporting indigenous communities to responsibly expand production of non-tree forest products in protected areas, or regional government initiatives to support reforestation.
- 4) High impact, public-private infrastructure projects, including regional roads, boating transportation services,
- 5) ICT investments to expand licit, commercial activity and international trade.
- 6) Digital finance pilots in coordination with international buyers, supply chain managers, and family farms/indigenous community NTFP producers.

- 7) Ecotourism expansion or infrastructure projects.
- 8) Managed supply or distribution systems anchored by large private buyers that depend on smallholder farmer supply or supply of products produced in environmentally vulnerable regions (e.g. cocoa, coffee, others).

**Selection Criteria:**

Business Advisory Service Providers who wish to respond to this RFP must meet the following minimum qualification criteria and provide corresponding supporting documents:

- i. must be a registered legal entity in Perú
- ii. must have been in existence for at least three years
- iii. key personnel must have a minimum of 3 years of relevant experience
- iv. must have wide knowledge of the Financial Ecosystem

**Contents of Proposal:**

A response to this RFP is required to include the following information to demonstrate that the BAS Provider has the technical expertise, management capability, and capacity to perform the work.

A. Description of Services and Approach:

Business Advisory Service Providers responding to this RFP shall provide a brief description of their technical approach to the engagement, including:

- A description of the services to be provided
- Approach to investment and credit facilitation services.
- Proposal for the service implementation

B. Technical Capabilities and Qualifications:

Response to this RFP shall provide a summary of technical capabilities in investment analysis and development, as well as financial ecosystem knowledge.

C. Key Personnel:

The BAS Provider responding to this RFP shall assemble a project team with wide knowledge in Peruvian Financial Ecosystem, especially in the Amazon.

## E. Detailed Budget

### **Evaluation criteria:**

Awards will be made to the best value offers based on the evaluation criteria listed below:

1. Key personnel (30 points)

- a. Suitability and experience of lead person and 2 Key personnel - 4 years minimum for each of them.

2. Past performance (40 points)

Past performance should reflect the following:

- Demonstrable experience in similar assignments with proofs of same stated in the response to RFP;

3. Technical Approach (30 points)

- Response to the RFP must demonstrate clear understanding of the assignment to be undertaken on behalf of CIPAP with methodology and process for carrying out the Scope of Work, with expected deliverable under each possible assigned SOW clearly spelled out.

**CIPAPS reserves the right to conduct negotiations once a successful proposal is identified, or to make an award without conducting negotiations based solely on the written proposals if it decides it is in its best interest to do so. In addition, CIPAPS Reserves the right not to make any award.**

### **Submission**

This Request for Proposal for Business Advisory Service is open until September 3, 2020 (submission deadline). Business Advisory Service providers are encouraged to submit their proposals as soon as possible. Evaluations of responses to this RFP shall be conducted and results communicated to respondents within 15 days after the proposal submission deadline.

The completed copy of the response to this RFP must be delivered via email to the following address: Ricardo.Wong@thepalladiumgroup.com

Questions may be directed to the above mentioned e-mail address.