

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

REQUEST FOR PROPOSALS (RFP) For OPPORTUNITY 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 Project¹ 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 financing² for the nine regions³ 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.

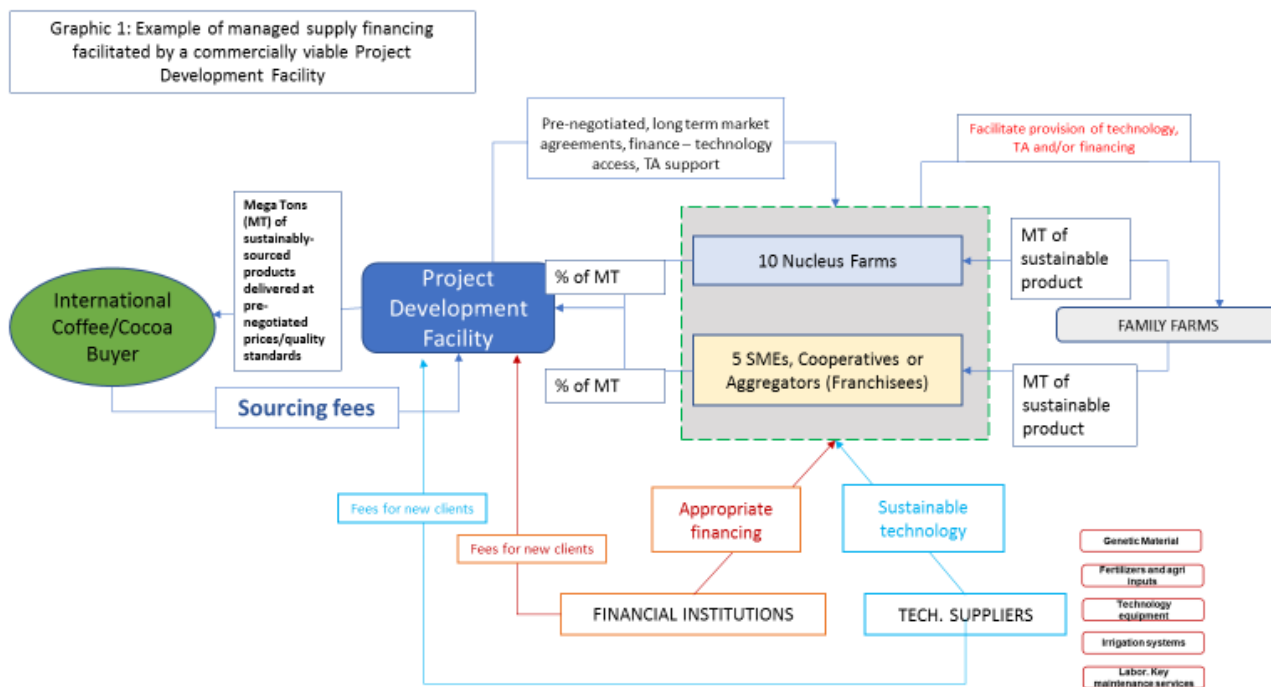
To ensure sustainability of this endeavour after USAID-funding ends, the intent is for CIPAPS to convert into a standalone, sustainable operating entity during implementation. One possible modality is the Project Development Facility (PDF) model conceived by Palladium. The Facility is designed to be 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.

¹ 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.

² 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.

³ 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 Models⁴ to Increase Financing and/or Investment to Amazonian businesses
2. Strengthen FI Services to Targeted Regions, Sectors and Value Chains (VCs)⁵
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:

⁴ "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.

⁵ 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 corporations⁶ 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.⁷ These include:

- 1) Deal origination/structuring and other technical assistance support to help businesses and groups of businesses with interests in the Amazon⁸ 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-

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

⁷ 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.

⁸ 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. OPPORTUNITY ASSESSMENT OBJECTIVE

The objective of the Opportunity Assessment is to identify where the most promising opportunities exist for expanded financing and investment in the Peruvian Amazon. The Opportunity Assessment will uncover greater understanding of the market and business

environment and result in ecosystem mapping for relevant sectors, and a document that presents profiles of immediately viable investment opportunities and strategic partnerships that can be supported by the CIPAPS activity. The focus should be on identifying the right sectors and value chains with the buyers/anchors/catalysts willing to make the long-term commitment and find a different way to source/manage their business that will have ripple effects up and down the chain. These investment opportunities will bring together actors in new ways to mitigate investment risk and build new business models that will lead to expanded financing and investment at scale benefitting Peru's Amazon. Investment opportunities profiled will be based on commercially-viable business models that require large-scale injections of capital, and will include off-takers, as well as some input and technology companies that are prepared to "anchor" financing and modernization of Small and Medium Enterprises (SMEs) and producers in ways that support inclusive growth. Using a scoring matrix that will be provided by CIPAPS in advance of the assessment, the assessment team must screen opportunities to ensure that investments are connected to CATALYZE and USAID/Peru objectives, generate inclusive and environmentally sustainable development, and positive social impacts (e.g., increased youth involvement, and development of women entrepreneurs).

D. OPPORTUNITY ASSESSMENT SCOPE

Geographic Scope: The investment and partnership opportunities mapped through this assessment may be located throughout Peru, but **must** be directly linked to and focus on increasing economic activity and providing opportunities for producers and MSMEs in the Amazon region. The assessment team will be asked to travel to meet with enterprises and potential stakeholders for investment partnerships where they are physically located to the extent possible, given COVID-19.

Sector Focus: The assessment team must focus on agribusiness with identified off-takers inside and outside of Peru, considering subsectors including fish, forestry and wood products, cacao, coffee, ginger, acai, Lucuma, camu-camu, Brazil nuts and other non-tree forest products (NTFPs) with commercial growth potential, as well as potential for scale and impact. The assessment must consider CIPAPS activity targets, and focus attention on sectors and opportunities that can contribute to mobilizing \$300M in capital. For agribusiness opportunities in crops such as oil palm, corn, and rice, the assessment team must carefully consider environmental impacts, as with all opportunities. The assessment team must also explore opportunities in ecotourism, ICT, services and infrastructure related to transport and logistics, water and other services affecting market access and competitiveness in the region. The assessment team may consider partnerships and opportunities outside of these sectors and/or with actors outside of these sectors (e.g., mining companies) that could invest in, or anchor, productive partnerships resulting in expanded finance and investment at scale in ways that promote inclusive growth (e.g. improved lending terms for smallholders/MSMEs, ability for greater smallholder/MSME revenue generation).

E. METHODOLOGY AND ACTIVITIES

- 1. Review of existing literature/research.** The assessment team will review already developed analyses, including potential investment and partnership opportunities identified by potential investors, private sector actors, PCA, P4F and other USAID projects, donors and government entities in the Peruvian Amazon. As a result of the literature search, the assessment team should develop a long list of potential opportunity areas, which can then be screened against criteria, to develop a shorter list for more intensive analysis around generating real opportunities. Criteria will be developed in discussion with the CIPAPS leadership team prior to commencing the assessment.

- 2. Initial Analysis of Market and Sector Ecosystem(s).** The assessment team will utilize existing literature and research, along with economic data from a variety of sources, including private sector sources, the GOP and international organizations, to conduct an initial analysis of the investment market in the Amazon, including size of market, and opportunities and barriers to entry in the Amazon. Interviews with actors in Peru will also lead to collecting information to map the ecosystems of key sectors of interest (e.g. coffee, cocoa, NTFPs, reforestation, forestry) in terms of where there are inefficiencies as well as opportunities to create new value. These focus areas should be determined as a part of the initial screening process under the literature and research review. Interviews are also expected to uncover knowledge and data gaps that will not be solved during the assessment.

- 3. Identify and confirm potential enterprises seeking finance and investment, develop a schedule of interviews, and develop interview guides.**
 - The assessment team will begin by meeting with the CIPAPS interim leadership team and technical advisors, representatives from USAID/Peru, followed by meetings with USAID implementing partners, and other donor projects working in the Amazon region (such as P4F). The purpose of these meetings will be to further identify potential investees and partnership opportunities in addition to those identified through the literature review.

 - The assessment team will develop interview schedules, principally with private actors, following initial meetings above. Assessment team members will seek to interview anchor actors or potential catalysts of investment opportunities in Peru, especially buyers interested in establishing long-term, fixed price purchase agreements

with farmers and communities, as well as technology and technical assistance providers in the Amazon and elsewhere in Peru. These interviews can be conducted remotely and in Peru, depending on where the private sector actors are located and the availability of team members.

- Interview guides should be developed and tailored for different actors (i.e., large businesses, SMEs, investors, producers) which enable the consultant team to collect all information required to present the broad market analysis and sector ecosystem maps, as well as complete investment profiles in the required format (including background on the firm, level and type of investment sought, potential impact, existing investors/enablers, expansion plans, geographic location, number of smallholders/MSMEs involved, type of transaction assistance needed, etc). The assessment team may also be asked to collect a few data points for simultaneous mapping assessments of the BAS sector and FIs when interviewing investees (e.g. types of BAS most utilized or demanded by enterprises); these questions will be provided in advance of field work. The assessment team may also coordinate with other simultaneous assessment teams to obtain relevant data to complete its market and sector analyses, or opportunity profiles.

- Interview guides for partnership opportunities should enable the assessment team to understand the triangulation of interests of buyers, suppliers and lenders; the level of support/commitment for strategic partnerships; areas of potential collaboration that will contribute to increasing the competitiveness of the target sectors and unlocking inclusive financing at scale; and the potential impact on producers and SMEs in the Amazon region.

4. Conduct interviews and gather observations through phone interviews and/or by traveling throughout Peru (as possible). The assessment team will conduct interviews with potential investees and strategic partners in the target sectors, prioritizing management and decision-makers.

5. Develop the Opportunity Assessment Documents, which will include:

5.1 Overview of the market (size of market in number of firms and dollar value, segmented by SMEs and large firms; opportunities; business environment and barriers to entry in the Amazon), ecosystem maps for the most promising sectors/value chains highlighting linkages, inefficiencies and opportunities to create new value, highlighted economic corridors. Consideration of particular challenges related to COVID-19 should be

included, as should a short introductory section summarizing the types of deals identified.

5.2 Profiles of at least 20 strategic partnership and investment opportunities. The core of the document will be the 20+ investment profiles of the most promising deals identified through the fieldwork, which can be supported through the CIPAPS project and BAS providers. Each investment profile should include the following information, at minimum:

- a. Description of the partnership opportunity, including the market opportunity, identified buyer, investment opportunity (including location), key partners and their recommended roles
- b. Investment value/financing sought by the enterprise/lead partners and type (e.g., debt, equity)
- c. Description of involvement of MSMEs and/or producers in the Amazon region, and potential impact (e.g., # of producers involved in sourcing, employment generated, TA/financing or other benefits provided to producers/SMEs, involvement of women and/or youth.)
- d. Characterization of potential BAS needed
- e. Expected results and impacts of the partnership, including how the partnership ranks per CIPAPS scoring criteria.
- f. Potential risks associated with the partnership and ways to mitigate those risks
- g. Environmental considerations (e.g., impact on water, soil, forests, etc).
- h. Any supporting initiatives that can be leveraged to support the investment's feasibility (including GOP funding or partnerships, other donors, etc).
- i. Recommended timeline and next steps for formalizing the partnership

5.3 Project Archetypes. Emerging opportunities should be organized into project archetypes, based on size of investment, potential for social and or/environmental impact, types of partners (e.g., multinationals, innovative start-ups, established local businesses, impact investors). The archetypes may influence how the team follows up, and will influence how a project development facility would be structured and the types of financing it needs. The CIPAPS leadership team will orient the assessment team on project archetypes prior to commencing the assessment.

F. 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 written 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 2 weeks after receiving input in 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, and using the guidelines, format and logos of USAID.

G. ASSESSMENT TEAM MEMBERS, RESPONSIBILITY AND LEVEL OF EFFORT

As a suggestion, the assessment team may consist of the following STTA, with guidance provided by the CIPAPS Activity Lead and experts. Bidders may propose alternative team structures and/or additional consultants as required.

Team Leader: Responsibilities include developing, implementing and overseeing completion of the Opportunity Assessment. Will conduct interviews and collect data; manage assessment team members; lead the development and finalization of assessment deliverables. Estimated days of LOE: 30 days

Investment Experts: Responsibilities include supporting the creation of interview guides; conducting interviews and collecting data; assisting with developing the findings, producing and finalizing the deliverable. Must include at least one expert in agribusiness, with a focus on highlighted subsectors. Must include at least one expert with significant experience in the Peruvian Amazon. Peruvian nationals preferred. 2-3 Experts total, total days of LOE: 40-60 days

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; assisting with the production and finalization of assessment deliverables. Days of LOE: 15

The team may also include a **Coordinator** to arrange logistics and plan meetings. Days of LOE: 10

H. TECHNICAL OVERSIGHT AND SUPERVISION:

The assessment team members will report to the CIPAPS Activity Lead or her designee.

I. ILLUSTRATIVE INVESTMENTS TO BE FINANCED UNDER CIPAPS

Examples of illustrative investment projects to be considered under CIPAPs may include (but are not limited to):

- 1) SMEs seeking growth capital (to enhance commercial production, processing capability, ability to produce and process sustainably) and which are linked to anchor 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 anchor buyers and small producers.
- 3) Investment projects with high social and environmental impact and potentially lower initial returns supporting indigenous communities 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, ICT investments to expand licit, commercial activity and international trade.
- 5) Digital finance pilots in coordination with international buyers, supply chain managers and family farms/indigenous community NTFP producers.
- 6) Ecotourism expansion or infrastructure projects.
- 7) 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:

Opportunity Assessment 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 facilitated at least three financing deals of at least USD50,000 (PEN equivalent) in the past three years.

Contents of Proposal:

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

A. Description of Services and Approach:

Opportunity Assessment 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 to agribusiness
- Approach to working with companies located in Peruvian Amazon

B. Technical Capabilities and Qualifications:

Response to this RFP shall provide a summary of technical capabilities in the identification of the most promising opportunities exist for expanded financing and investment in the Peruvian Amazon. The Opportunity Assessment will uncover greater understanding of the market and business environment and result in ecosystem mapping for relevant sectors, and a document that presents profiles of immediately viable investment opportunities and strategic partnerships that can be supported by the CIPAPS activity. Responses should focus on providing information related to the services to be performed under this engagement. Provide contact information for three references.

C. Key Personnel:

The OA responding to this RFP shall assemble a project team of competent investment and identification of investment opportunities (Key Personnel) and support staff with a submission of detailed resumes of key personnel, highlighting relevant experience, years of experience and

qualifications including a Project Manager/Lead Consultant. It is not necessary to submit resumes of administrative support staff.

D. 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, specially in the Peruvian Amazon with proofs of same stated in the response to RFP;
- List of organizations a las cuales les presto el servicio.

3. Technical Approach (30 points)

- Response to the RFP must demonstrate clear understanding of the assignment to be undertaken on behalf of CIPAPS 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 Opportunity Assessment 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.