

Component 1: Consultancy 2

IDENTIFYING RESILIENCE SOLUTIONS FOR SUSTAINABLE FINANCING IN THE CARIBBEAN REGION

TERMS OF REFERENCE

1. BACKGROUND

- 1.1 The Latin American and Caribbean (LAC) region is highly vulnerable to climate change owing to its geography, climate, socio-economic conditions and demographic factors, and even the great sensitivity of its natural assets to climate change (UN-CEPAL, 2015).
- 1.2 Evidence suggests that climate change is already having significant impacts in the region and that, in all probability, its impacts will be even greater in the future (IPCC, 2013; Magrin and others, 2014). Projections in fact show increasing mean temperatures across LAC by the end of this century, which are projected to lead to altered precipitation regimes, a strong increase in heat extremes, higher risks of droughts, and increasing aridity. The frequency and mean intensity of the most intense storms and of tropical cyclones is also projected to increase (Reyer et al. 2017). Scaling up private and public investments in climate resilience is therefore an urgent priority to protect development gains and livelihoods, and to ensure the long-term economic and social viability of the Region.
- 1.3 Among private actors, businesses are urged to build resilience to current and projected weather and climate change-related impacts, including by taking steps to address climate risks where they see significant opportunities to become more efficient, reduce costs, or provide greater value to customers. By engaging with the companies, they finance to identify risks and invest in resilience opportunities, commercial banks have a key role to play to this end. It is in their own interest to do so given that companies are integral to their activities.
- 1.4 However, the ability of financial institutions and their clients to engage in climate resilience and adaptation is hindered by several obstacles such as, inadequate awareness, capacity, availability of business actionable information on climate-related risks and opportunities and adequate credit products and services.
- 1.5 To tackle such challenges, IDB Invest aims to support financial institutions in selected markets to identify the market opportunity associated with climate resilience and adaptation, and to develop the evidence, knowledge and capacity required to seizing it. The outcomes of this work would also help inform IDB Invest's financing and/or non-financing strategy.

2. CONSULTANCY OBJECTIVES, ACTIVITIES AND SCOPE **OBJECTIVES AND ACTIVITIES**

- 2.1 The overarching aim of this consulting project is to support commercial banks, and particularly target IDB Invest clients in selected LAC markets to identify, characterize and capture the business opportunity associated with climate resilience and adaptation. With individual banks being the ultimate beneficiaries, it is recommended that an initial process be undertaken to select champion banks (either existing or potential IDB Invest clients) that can guide and benchmark the distinct solutions being developed. Ultimately, through this market analysis, IDB Invest seeks to identify and build capacity among a select sub-set of banks that are capable of borrowing from IDB Invest for successful on-lending to identified 'sustainable' sub-borrowers and markets. Through this technical assistance and subsequent financing, IDB Invest seeks to provide a demonstration effect in fostering the growth of a new market for sustainable and green finance.

2.2 The specific objectives are to:

- a. Identify and profile the climate resilience investments of greatest business relevance for the commercial banks operating in the target markets. The profiling would include the definition of eligibility criteria, and should consider and capture aspects such as:
 - Relative relevance / potential for addressing portfolio-specific climate-related vulnerabilities/seizing climate-related opportunities
 - Target market segment(s) - customers / sectors / industries
 - Risk/return profile / financial and technical viability
 - Suited financial product and services (e.g. direct loan vs. leasing)
 - Commercial benefits for the target banks and their own clients
 - Metrics to evaluate the performance of the related transactions and credit portfolio.

The detailed profiling would focus on those investments having greater financing potential for the commercial banks operating in the target markets, thereby of greatest relevance for the market segments they are currently serving.

- b. Identify and profile the providers (regional or non-regional) of the identified climate resilience investments accessible and relevant for the context of operation of the target banks. The profiling should consider and capture technical-related aspects such as: availability of sales and/or after-sale services such as installation and maintenance; supplier-provided guarantees; certification and performance labeling; track record, etc.
- c. Identify possible key enablers and/or barriers to the uptake of the identified solutions by key segments in the target sectors (e.g. economic, regulatory and financial, including the presence of possible financial and/or non-financial incentives/disincentives, technical/technological).
- d. Identify key FI enablers (IDB Invest clients or potential clients) that are capable of championing and/or implementing the proposed solutions within the identified market through a subsequent financial product by IDB Invest. Within the identified FIs focus should also address whether the banks in question have the necessary environmental and social risk management practices in place (and institutional commitment to such) in order to easily deploy opportunity-based solutions.
- e. Build the institutional capacity required to originate and place climate-resilient credit. The capacity and knowledge building activities would target both banks – from management to operations – and their clients and be delivered on-site through at least two workshops (Jamaica and Guyana). Those dedicated to banks' C-suite would include insights and evidence on relevant international market and regulatory developments such as those associated with climate-related financial disclosures.

The selected firm will be asked to (i) conduct the analysis building on relevant studies already undertaken (e.g. the Market for Climate Resilience study contracted out by PROADAT); and to (ii) combine desk-based analysis with interviews with the target banks and their associations and, in addition, other relevant market player such as universities, national/sub-national technology centers, industry-relevant organizations; etc.

SCOPE

- 2.3 The scope of the analyses would initially focus on two countries, Guyana and Jamaica, and those market segments of greatest relevance for the commercial banks operating in these contexts who are the key audience/users of the outputs of this consulting project. The actual scope of this consulting project in terms of e.g. sectors/industry/sub-geography will be informed by the strategic business relevance of IDB Invest, the outstanding credit portfolios of target banks, and/or the interest of one or more banks to be involved in customized work. It will be discussed and defined in greater details during the kick-off phase of the project which would entail (i) interviews and discussions with staff from IDB Invest, the banking association and its members and other relevant in-country partners; (ii) preliminary analysis from the selected firm.

3. DELIVERABLES AND TIMELINE

3.1 The selected consulting Firm will be asked to participate in kick-off meetings and regular check-ins with the IDB Invest team/relevant target banks, and deliver:

- Detailed methodology document: draft version two weeks from the signature of the contract; final version three weeks from the signature of the contract. The ultimate scope of the work will be jointly determined during the kick-off phase of the project, and thereby the development of the methodology document.
- Schedule and work plan: two weeks from the signature of the contract. (The work plan should strive to consider the business cycle of the banks involved, and thereby account for possible delays while aiming to deliver results on time.
- Final outputs:
 - Power Point (PPT) presentation(s) and/or visual(s)/infographic(s) to summarize and communicate overall findings in an effective way to the various stakeholders of the project (IDB Invest, Banking Association and its members, businesses). Final delivery is expected eight to twelve months from the signature of the contract.
 - A detailed report (not exceeding 20 pages) per market (Guyana and Jamaica) that sets out the specific finding, recommendations, and conclusions in targeting the markets in questions. The report will provide a roadmap that illustrates how a select bank can strategically identify, develop, and monetize the opportunity in question. Ideally, this report will be co-developed with a selected bank for which validation of the opportunity has been established by the FI.
 - Databases in excel format, per market, or alike with key data used for the analysis and related key findings within eight to twelve months from the signature of the contract.
 - Word documents / PPT to explain in greater details the methodological approach used, possible assumptions taken, list of interviewees etc.

The set of deliverables and related timing will be fine-tuned during the negotiation of the contract. The selected Firm will develop all deliverables in coordination with, and under the supervision of, the Advisory Services and Blended Finance team of IDB Invest. The IDB Group will provide inputs, review and comment on the draft version of each deliverable and associated materials. The selected Firm will be asked to incorporate possible comments and suggestions into the final version of each deliverable.

Unless otherwise stated, the final version of all deliverables and materials is to be delivered in English and made available to IDB Invest and its stakeholders/clients.

4. PAYMENT SCHEDULE

4.1 IDB Invest will pay the selected Firm according to the following indicative schedule:⁸

- 20% upon submission of a work plan
- 40% upon completion and approval of the draft deliverables
- 40% upon completion and approval of final deliverables.

5. QUALIFICATIONS

5.1 The selected consulting Firm, and the members of the team assigned, must demonstrate qualifications and experience at least in the following areas:

1. Academic degree / level & years of professional work experience: Master's degree in environmental economics and finance, climate change and natural resources management, international development, or related areas; 10 years of relevant technical experience, including with development and commercial banks and in the Latin America and Caribbean region.
2. The team should include specialists covering the following areas of expertise: (i) climate variability and change; (i) climate vulnerability analysis; (ii) financial analysis along

risk/return dynamics; (iii) cost and benefit analysis; (iv) knowledge of environmental, social and governance-related factors; (vi) data visualization capabilities; (vii) training and capacity building. Further, team members should demonstrate the following: (i) excellent communication skills, both written and oral; (ii) proven ability to communicate complex concepts and prepare deliverables that are clear, concise and meaningful; (iii) strong project management capabilities.

3. Languages: Fluency in English and Spanish is required.

4. Skills highly valued in the team: proactive and effective communication, and strong project management capabilities.

6. CHARACTERISTICS OF THE CONSULTANCY

6.1 Consultancy category and modality: Consultancy Firm and/or individual; Lump sums

- Contract duration: The Consultancy will run for about eight to twelve months from the signature of the contract, with the possibility of extension.
- Place(s) of work: External consultancy
- Coordinators: Mark Peters, IDB Invest (INO/NFP) (mpeters@iadb.org); Colin McKee, IDB Invest (SEG) (colinm@iadb.org); Stefan Wright (INO/FLI) (stefanw@iadb.org); Cristina Paredes (INO/FLI) (cristinapar@iadb.org).

TERMS OF REFERENCE

Component 1: Consultancy 3

Consultancy for Facility to Boost Private Sector Growth in Small and Island Countries RG-T3502

Increasing MSME Financial Inclusion in the Caribbean Region through creation of an MSME Credit Portal

1. Background and Justification

MSME's are the engine of any economy driving employment and wealth generation. The Caribbean region is no different a fact recognized by various Governments throughout the region along with the Inter-American Development Bank through various initiatives to drive MSME growth. A particular issue is opening up formal credit lending to MSMEs to allow them to meet their full potential.

Historically credit lenders have been reticent in meeting the full demand for credit from the MSME sector in the region. This has primarily been due to insufficient information being available to form an accurate assessment of credit risk. Consequently, SMEs have either not been able to access sufficient capital to expand their operations or have been forced into high cost capital from less formal sources.

However recent developments in the region, particularly the establishment and growth of credit bureaus has to a major extent addressed the information deficit. The opportunity exists to harness this information and technological advances to create an infrastructure that enables credit providers to meet the demand from MSMEs in the region and deliver the resulting economic benefits.

2. Objectives

The objective of this consultancy is to increase MSME Financial Inclusion in the Caribbean Region through the creation of an MSME Credit Portal.

Increased access to formal credit for MSMEs – resulting in cheaper cost of credit for the sector

- Reduce the cost of capital for MSMEs to enable wealth generating investments to take place Enabling MSME's to build a credit history and access cheaper forms of credit
- Reduce the reliance on the informal lending sector for MSMEs with the accompanying higher cost of credit and risks that this entails

3. Scope of the Work

To carry out the work, the consulting team will be acquired to deliver the MSME portal:

- Technical creation of MSME Credit Portal
- Creation of a simple to use and transparent process for MSME's to provide sufficient data to enable credit risk assessment to be carried out on them
- Creation of a simple to use and transparent process for potential lenders to SMEs to access such data and risk assessments
- Operational support of the system

To achieve these objectives, the consultant team must carry out at least the following activities:

- Development of MSME Credit portal database encompassing best practice database management
- Population of MSME Credit portal database with all relevant data including
 - Credit Bureau data (mandatory)
 - Company business information data including ownership details and financial records (mandatory)

- Tax records
- Trade data
- Insolvency/Bankruptcy registry
- Bounced cheques registry
- Creating connections between all relevant data sources to ensure that the MSME credit Portal is kept up to date
- Creation and maintenance of MSME Credit scoring model to deliver risk assessment as a score
- Creation and delivery of training on the MSME Credit Portal to both:
 - Credit Provider
 - MSME Industry bodies

4. **Qualifications**

Any organization with experience in the Caribbean, tasked with developing, delivering and supporting an MSME Credit Portal and demonstrate a proven track record in:

- Developing and running such credit registries
- Intimate knowledge of the relevant local credit market
- Creating and maintaining highly predictive credit risk scoring models
- Delivering training to ensure all stakeholders can gain maximum value from the Credit Portal

Additionally, any successful provider must be able to demonstrate:

- Ability to access all required data sources
 - Ability to host and manage the MSME Credit Portal

5. **Schedule of Payment**

The consulting firm will be hired based on an agreed-upon lump sum that includes all the travel costs of the consulting team. Payments will be made as follows:

30% upon submission of work plan

30% upon receiving a prototype of the MSME portal

40% once received and accepted by IDB Invest, a well-functioning MSME portal.

6. **Details of Contract**

Contract duration: 5-6 months

Place(s) of work: off site with at least 2 visits to the country in question

Component 2: Consultancy 1

CONSULTANCY TO DEVELOP CORPORATE GOVERNANCE MANAGEMENT SYSTEMS FOR PRIVATE SECTOR FIRMS IN THE CARIBBEAN

TERMS OF REFERENCE

1. Background

The corporate governance ("CG") program of IDB Invest has the purpose of contributing to the sustainable economic development of the LAC region through the improvement of the CG practices of its clients. The program serves the ultimate goal of improving the business climate by institutionalizing business practices, promoting ethical values, enhancing transparency, improving trust and furthering business legitimacy.

Companies that have good CG practices improve their operational performance through better and more formalized decision-making processes, clearer separation of ownership and management responsibilities, more effective succession planning, better internal controls and risk management, better regulatory compliance, Anti-Money Laundering and Combatting the Financing of Terrorism (AML/CFT) policies, and overall increased long-term corporate sustainability. Well-governed companies also receive higher market valuations and have greater access to capital, regardless of their sources of financing. A proficient CG framework supports the implementation of good environmental and social practices, as businesses that operate more efficiently, act more strategically, have stronger stakeholder relationships and can allocate and manage resources more sustainably. This goal of this document is to define the scope of work for the TA project. Expert consultants shall submit their proposals for consideration; IDB Invest will select one proposal through a competitive process based on cost and the overall suitability to the consultancy.

2. Objectives

The objective of this technical assistance is to conduct corporate governance diagnosis for private sector firms in the Caribbean, delineate an improvement plan and support the firms in the implementation of such plan.

3. Consultancy's Main Activities

IDB Invest requires a consultant to undertake a review and assessment of the CG practices of the client, recommend concrete steps to improve these practices and controls, and support their implementation. The work shall be composed of two phases: (i) Diagnostic and Improvement Plan and (ii) Implementation.

Phase 1 – Diagnostic and Improvement Plan: The consultant shall conduct a diagnosis of the adequacy and effectiveness of Private sector firms CG policies and practices, identifying any relevant gaps between those and industry's best practices¹. The diagnostic phase shall involve analysis of documentation and on-site interviews with members of the board of directors, management team, shareholders, internal and external auditors and other selected stakeholders. Following the diagnostic, the consultants are expected to prepare a Corporate Governance Report and an Improvement Plan.

The diagnostic phase shall focus on the following areas:

- a. Commitment to Corporate Governance:
 - Ownership and governance structure;
 - Formalization of policies, charters, documentation;
 - Formalization of Code of Ethics;
 - Integrity Program (capacity building, periodic revision, whistleblowing channel);
 - Succession and contingency planning for key positions;
- b. Structure and functioning of the Board of Directors:
 - Composition, roles and functioning of the company's Board and its committees; Board statutes and policies;
 - Nomination procedures
 - Mechanisms for performance evaluation for the Board;
 - Management performance evaluation based on KPIs; and
 - Board's conflict-resolution mechanisms
- c. Internal Controls and Risk Management:
 - Assess the adequacy and effectiveness of the Company's AMLICFT controls based on international standards and industry best practices: Assess the adequacy of the Company's risk assessment for money laundering and terrorism financing based on the Company's products, services, geographical area of operations and compliance with applicable regulations;
 - Assess the adequacy of the Company's AMLICFT controls and procedures that the

Company applies to its clients, based on the results of the risk assessment. This shall include procedures for:

- assigning risk profiles to clients,

¹ G20/OECD Principles of Corporate Governance, Corporate Governance Development Framework CGDF, the International Standards on Combating Money Laundering and the Financing of Terrorism & Proliferation - FATF Standards and FATF Recommendations, among others

- conducting customer due diligence,
 - conducting enhanced due diligence on clients classified as high risk,
 - conducting screenings of clients against international sanction and terrorist lists,
 - identifying and reporting suspicious and unusual activity,
 - auditing and monitoring the effectiveness of the AM LICFT controls,
 - providing training to employees, and
 - conducting "know your employee" due diligence
 - Assess the internal policies and manuals that formalize the aforementioned procedures;
 - Assess the adequacy of the structure, capabilities, and resources of the Company's AMLICFT compliance function;
 - Report any other relevant findings, gaps or deficiencies;
 - Internal controls;
 - Risk Management;
 - Internal audit and Audit Committee;
 - External audit;
- d. Transparency and Disclosure:
- Financial reporting;
 - Sustainability or non-financial reporting;
 - Use of International Financial Reporting Standards and integrated reporting;
 - Disclosure of material information;
 - Corporate communication sources;
- e. Rights of Minority Shareholders
- Annual shareholders' meetings;
 - Related party transactions and conflict of interest policies;
 - Dividend policies;
 - Board nomination policies and procedures;
 - Minority shareholder protections;
- f. SOEs: Political Insulation and Clarity of Purpose:
- Ownership Policy
 - SOE Mandate;
 - Board Appointment Policy and CEO Appointment, reporting lines;
 - Shared services.

The Corporate Governance Report shall detail the identified gaps and recommend the Improvement Action Plan through practical and achievable action points, prioritized as to importance, impact and implementation sequence.

Phase 2- Implementation: Phase 2 shall comprise the implementation of the Improvement Action Plan, with monitoring and reporting implementation status and results to IDB Invest. The implementation phase should focus on socializing and institutionalizing the Corporate Governance Improvement Plan. This includes, but is not limited to, carrying out the first Board meetings under the improved structure, delivering a corporate governance training for Board members, and securing the sustainability of the work done through the consultancy with aims of creating long-term improvements. Phase 2 shall be carried out by firms directly or through the use of the consultants and is not subject to this TORs.

4. Deliverables

The consultant is expected to deliver:

1. Corporate Governance Report summarizing the assessment conducted in each of the different CG dimensions, the methodology used, key findings and recommendations;
2. **Improvement Action Plan**, specifying practical and feasible measures that need to be undertaken to correct any gaps or deficiencies identified during the diagnostic phase, and identifying the responsible parties for each of these action points and a timeframe for their implementation (based on the consultant's reasonable judgement and experience).

5. Qualifications

Areas of Expertise: Corporate Governance, Internal Audit; Compliance and Whistleblowing mechanisms; Anti-Money Laundering and Counter-Terrorism Financing

10+ years of relevant professional experience

Languages: English; Spanish (directly or indirectly by subcontracting is highly desirable)

6. Payment Schedule

IDB Invest will pay the selected Firm according to the following indicative schedule:⁸

- 20% upon submission of work plan
- 40% upon completion and approval of the draft deliverables

- 40% upon completion and approval of final deliverables.

7. Characteristics of the Consultancy

Consultancy category and modality: Consultancy Firm and/or individual; Lump sums

- Contract duration: The Consultancy will run for about eight to twelve months from the signature of the contract, with the possibility of extension.
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Component 2: Consultancy 2

CONSULTANCY TO PROVIDE ENVIRONMENTAL AND SOCIAL DUE DILIGENCE FOR PRIVATE SECTOR FIRMS IN THE CARIBBEAN

TERMS OF REFERENCE

1. Background

The Inter-American Investment Corporation (“IDB Invest”) has launched a series of Business Development Advisory Services Programs to support Caribbean countries in the origination of investment projects to be financed by the IDB Invest. The specific objectives of the Advisory Services Programs are to (i) build capacities of private sector firms within the Caribbean for project preparation related to access to finance from IDB Invest; (ii) lower access to finance preparation costs and (iii) share relevant knowledge related to private investment in Small and Island Countries (SICs).

The AS programs advises corporates and project developers to build bankable investment projects with financing tickets of a minimum of US\$ 2 million. This consultancy services will support private sector firms and strategic projects to acquire the required environmental and social governance standards in line with local, international and multinational requirements.

2. Objective

The objective of the consultancy is to enhance the capacity of private sector firms in the region by developing a comprehensive ESMS that addresses the sub-project environmental and social risks common to local, international and multinational investments in line with the IIC Sustainability Policy requirements, including the applicable IFC Performance Standards and the WBG EHS Guidelines.

3. Tasks

The consultant will undertake the following tasks:

Development of ESMS

1. Perform an initial desk review of the private sector firm relevant documentation, which includes any ESMS, policies and procedures, and preliminary consultant reports on previous investments. The consultant will also review other publicly available information to better determine common environmental and social risks, which should be incorporated into an ESMS.
2. Meet with the firms and their senior management / environmental consultants to further assess existing capacity and E&S due diligence approaches in analyzing projects.
3. Evaluate the current pipeline of projects in assessing any immediate red flags based on availability of documentation, location, known social/environmental concerns raised.
4. Prepare a draft ESMS on the basis of the above, which would include (i) environmental and social policy; (ii) eligibility criteria; (iii) investment appraisal and supervision procedures (screening, categorization, due diligence, conditions precedent, execution and disbursement, monitoring, emergency events, grievance mechanism, external

communication mechanism); and (iv) non-objection procedures for IDB's sub-project review prior to disbursement, among other components.

5. Prepare a final ESMS
6. Conduct a site visit to the Project area. The Consultant should ensure that the specialist traveling on site is knowledgeable of the requirements of IIC's Sustainability Policy and IFC Performance Standards and speaks fluent English. Knowledge of the Caribbean private sector and the issues that prevent them from accessing development finance from an environmental and social standpoint.
7. Produce the following deliverables, to be delivered to the Facility and the IDB, including:
 - a. Preliminary report – to be prepared after the initial desk review, will serve to inform any critical issues or gaps identified, additional information requests and preliminary recommendations to fill the gaps. It will be a short, 2-3 page document and will also include –as annexes- a list of documents reviewed and a proposed agenda for the site visit [if applicable].
 - b. ESDD report (draft and final) – will consist of a summary of the relevant aspects of the Project (i.e., biodiversity and ecosystem services and/or environmental, social, health and safety, cultural heritage and labor) and the Consultant's evaluation of the Project with respect to IIC's Sustainability Policy and other relevant guidelines (i.e., IFC Performance Standards and WBG EHS Guidelines). The report should present the relevant risks and impacts of the Project and focus on key gaps and recommendations for alignment. These should consider the baseline studies, project siting, design and operational scheme, impact identification and evaluation, mitigation measures, management plans and monitoring programs, permits and compliance, contractor management and management systems prepared or planned by the Company.
 - c. Environmental and Social Action Plan (ESAP) – the Consultant will prepare a proposed action plan to fill the gaps associated with any major deficiencies/ issues identified in the Project. The ESAP will include the recommended actions required to bring the Project to alignment with IIC's Sustainability Policy. The ESAP will be presented in tabular format including action description, timeframe/ milestone, responsibility, and estimated budgets. The actions proposed should be specific, with sufficient guidance for implementation and consider a realistic path for alignment, taking into consideration project timelines.
8. With the preparation and delivery of the final ESMS, the consultancy firm is expected to conduct a presentation/training on the operation of the ESMS and the common concerns found in the context of projects reviewed.

Schedule and Deliverables

[TBD]

Consultant qualifications

Senior Environmental and Social Specialist

- *Required:* At least eight years of experience performing independent social and environmental due diligence or audits of private sector operations, including in the energy sector. Previous experience in managing complex social and community issues related to conflict, resettlement, indigenous peoples, etc. in addition to reviewing compliance with international standards, especially IFC Performance Standards and World Bank Group EHS Guidelines. Fluency in written and spoken English.
- *Desired:* Experience assessing or implementing ESHS measures and stakeholder engagement plans in renewable energy projects and transmission lines. Working experience in Honduras and knowledge of Honduran regulations. Experience developing and implementing Environmental and Social Management Systems.

4. Payment Schedule

- 50% upon submission of draft reports
- 50% upon submission and approval of final products defined under individual task orders

CONSULTANCY TO DEVELOP CORPORATE SUSTAINABILITY POLICIES AND BUSINESS STRATEGIES FOR FINANCIAL INSTITUTION IN THE CARIBBEAN

TERMS OF REFERENCE

1. **Background**

The Inter-American Investment Corporation (“IDB Invest”) has launched a series of Business Development Advisory Services Programs to support Caribbean countries in the origination of investment projects to be financed by the IDB Invest. The specific objectives of the Advisory Services Programs are to (i) build capacities of private sector firms within the Caribbean for project preparation related to access to finance from IDB Invest; (ii) lower access to finance preparation costs and (iii) share relevant knowledge related to private investment in Small and Island Countries (SICs).

The AS programs advises corporates and project developers to build bankable investment projects with financing tickets of a minimum of US\$ 2 million. This advisory service will focus on developing a corporate sustainability strategy and implementing green financial products. The central focus is to support the creation of policies, processes and procedures, as well as the creation of tools and capabilities for the study of financial institutions current portfolios and detection of future green businesses that benefit from access to new products and services. This will allow a base of qualified technologies, characterization and risk management applicable to this type of business, as well as the definition of basic credit and business conditions for this type of credit for customers in identified priority sectors.

2. **Objective**

The objective of this consultancy services is to provide support to financial institutions to develop corporate policies and business strategies on sustainability issues that will assist to specialize their financial offerings.

3. **Overall Goal**

Support Financial Institutions in the Caribbean to develop sustainability policy that is implemented with a strategic plan, for the design and implementation of diagnosis and identification of green projects, as well as support in the design and definition of new green financial products offer in the region.

Task

- a) Design a Corporate Sustainability Policy for selected financial institutions.
- b) Design a Corporate Plan that sets out the overview, long-term objectives, and actions that need to be taken in the short term to establish a solid foundation to develop new green financial products;

- c) Design and implement complementary processes and procedures to those existing in selected financial institutions, for the identification and analysis of green investments, as well as the management of potential risks related to financing;
- d) Strengthens the capacities of the financial institution commercial officials for the origination and financing of green projects.
- e) Training and sensibilization for the selected financial institution customers, reinforcing the value of the benefits of investing in energy efficiency, energy (EE/ER), especially in the area of photovoltaic energy.
- f) Develop a specific financial product for renewable project with special emphasis on photovoltaic projects, including the identification and participation of national and international suppliers.

4. Schedule and Deliverables

[TBD]

5. Consultant qualifications

Any individual or organization with at least eight years of experience working within Latin America and the Caribbean, that is specialized in developing corporate policies and business strategies for sustainability within financial institutions and demonstrate a proven track record in:

- Design and development of Corporate Sustainability Policies
- Designing complementary processes and standards to identify and analyze green financial investments
- Development of specific financial products
- Delivering effective training to staff and customers
- Fluency in written and spoken English.

6. Payment Schedule

- 50% upon submission of draft reports
- 50% upon submission and approval of final products defined under individual task orders