

TC Document

I. Basic Project Data

▪ Country/Region:	CCB, CID and Haiti
▪ TC Name:	Support to Foreign Direct Investment in the Caribbean
▪ TC Number:	RG-T2428
▪ Team Leader/Members:	Mario A. Umana (TL), Ana Arias (Alternate TL) , Oscar Vasco (INT/TIU), Kea Wollrad (INT/INT), and Kevin McTigue (LEG/SGO)
▪ Date of TC Abstract authorization:	December 4 th , 2013
▪ Beneficiary (countries or entities which are the recipient of the technical assistance):	<ul style="list-style-type: none"> • Barbados – Invest Barbados • Bahamas – Bahamas Investment Authority • Belize – BELTRAIDE • Dominican Republic – CEI-RD • Guyana – GO-INVEST • Haiti – CFI • Jamaica – JAMPRO, NCC • Suriname – IDCS and Suriname Business Council • Trinidad & Tobago – InvestTT
▪ Executing Agency and contact name (Organization or entity responsible for executing the TC Program)	Caribbean Export Development Agency on behalf of CAIPA (Caribbean Association of Investment Promotion Agencies)
▪ Donors providing funding:	
▪ IDB Funding Requested:	US\$900,000 - Facility for the Promotion of the Regional Public Goods (RPG-OC)
▪ Local counterpart funding, if any:	US\$568,604
▪ Disbursement period (which includes Execution period):	30 months
▪ Required start date:	May 2014
▪ Types of consultants (firm or individual consultants):	Firm and individual consultants
▪ Prepared by Unit:	INT/TIU
▪ Unit of Disbursement Responsibility:	CBA
▪ TC Included in Country Strategy (y/n):	No
▪ TC included in CPD (y/n):	
▪ GCI-9 Sector Priority:	Trade and Integration

II. Objectives and Justification

The objective of this program is to improve the positioning of the region as a destination of Foreign Direct Investment (FDI) and to present the Caribbean as a, though geographically spread out, single investment destination, enhancing regional integration efforts that are underway in the Caribbean at the level of CARIFORUM¹. The Caribbean has been described as a ‘data poor’ region and several development policies have been implemented by governments and other entities in the absence of reliable and consistent information. The result has been the articulation of economic growth plans in the region without the ability to measure the proximity to the goals that have been set. This dearth of data extends to regional information on FDI and is evidenced in the national, regional and international publications on FDI flows into the region, where very little is mentioned on the Caribbean.

Investments in the Caribbean are a significant source of bolstering domestic capital, productivity, employment and skills transfer, which are crucial to increasing economic growth. The development of policies to attract increasing flows of FDI, of necessity, requires accurate information on the “state of play” or the past and present flows. Without reliable FDI data, the task of promoting the Caribbean for investment and the development of strategies to improve the attractiveness of the region to investors becomes daunting. Collected, homogenous, reliable, updated and transparent information is fundamental to create a data driven market approach to attract and generate new investments.

Since 2010, the Caribbean has evidenced noteworthy success in the coordination of investment promotion initiatives, with increased collaboration and dialogue among the government entities involved in investment promotion in the region. This has been achieved primarily through strategic efforts to strengthen the institutional capacity of Caribbean Association of Investment Promotion Agencies (CAIPA); the establishment and operationalization of a think tank called the Regional Investment Promotion Steering Committee that is charged with the development of a Regional Investment Promotion Strategy (RIPS); and the Caribbean Growth Forum, which seeks to focus attention on 3 areas critical to growth in the region namely, the investment climate, skills and productivity and logistics and connectivity.

Under the first two initiatives, which are being led by Caribbean Export Development Agency, the Agency aims, through this Action, to take this work to the next level. As investment promotion is mainly targeted at the private sector (local and foreign), this

¹ The Forum of the Caribbean Group of African, Caribbean and Pacific (ACP) States (CARIFORUM) is the body that comprises Caribbean ACP States for the purpose of promoting and coordinating policy dialogue, cooperation and regional integration.

initiative is geared towards the enhancement of the services provided by the public sector to its private sector stakeholders, as well as the inclusion of the private sector in the dialogue and the process of reform to the business climate, with the aim of attracting increased levels of investment. It is also anticipated that this initiative will lend support to the work of Compete Caribbean in the Region through a focus on cross-cutting investment climate reform issues. In addition, this project is being implemented recognizing that:

- i) The Caribbean region has been significantly affected by the recent economic crisis and has been slower than other regions to recover from its effects;
- ii) As a direct result of the foregoing, several investment promotion agencies (IPAs) in the Caribbean have seen their budgets for investment promotion initiatives cut as governments reduce spending in an effort to resolve fiscal imbalances;
- iii) The level of development, strategy, institutional capacity, human resources and budget of the national IPAS in the region varies substantially.
- iv) The region is renowned for its extensive use of investment incentives, however this Action seeks to address the attraction of FDI from a more sustainable angle – that of improving the enabling environment; and
- v) The countries in the region are homogenous in terms of the challenges they face in the attraction of FDI and several of these challenges can be more effectively addressed on a regional scale with ensuing benefits such as economies of scale in the use of resources.

III. Description of activities/components and budget

Component 1. FDI Data Collection and monitoring Systems. This component seeks to strengthen the ability of the region to gather information on FDI, in a transparent and comparable way that is also accessible for potential investors, stakeholders and rest of the IPAs. The component will finance: i) The Development of a Caribbean Investment Map: an on-line mapping system that let investors and stakeholders view and position, in real time, with geo-localization, the key sectors and investment opportunities in the region by countries as well as the current FDI projects, joint ventures, franchises, commercial branches of foreign firms, etc. registered by of each National IPA; ii) a regional meeting to discuss with Central Banks and Statistics Office a common methodology to gather data: this event will facilitate an agreement on regional methodology to collect data, point key people for repository bail out in each country and the establishment of a network in each country for data gathering; iii) The development of a FDI data repository has the objective to improve the availability of Caribbean FDI data. The development of a regional FDI database implies activities at a national level – the transfer of skills to National stakeholders who would be owners of the project. Proposed activities: Conduct research on FDI data collection systems in the region, create general awareness of the

project, provide specific training to build out the repository, and build out and launch the repository; iv) the development of client relationship management and tracking system (CRM): this program seeks to develop a data base of the current and new investors in each country and the region. The CRM tightly manages the sales process at each stage from prospect, to lead, active project, and realized investment to achieve conversion capturing the investor intelligence and maximizing conversion rates. It targets companies with investment opportunities identified in the FDI map and also will feed the FDI data repository; v) The development of a regional re-investment program, seeking to develop and implement a program designed to build longer-term relationships with strategically important existing foreign investors within the region. Also the strategic investor aftercare program seeks to reinforce new projects into the Caribbean versus abroad of the region. Investor aftercare refers to the range of services provided by IPAS to support existing investors, encouraging them to retain investment, undertake follow-on investment, and create greater linkages into the local/regional economy. The program will also intend to gather intelligence supporting the region's investment climate agenda and vi) a regional meeting with investors and IPAS to discuss intra-regional investment opportunities. This event will include one to one meetings among investors from the region and out of the region. Some of the investors will be identified through the intra-regional re-investment programme. It will also be a venue to present the opportunities for investment in the region.

Component 2. Strategic targeting of investors programme. This component seeks to improve the knowledge of key strategic sectors strengths and weaknesses within the region, including benchmarking data from competition countries or regions and lead generation.

The program will finance the following activities: i) Three (3) detailed sector profiles focused in investment in tourism niches, renewable energy and outsourcing; some of the common sectors within the region with more potential to attract FDI, and create employment and wealth; ii) catalogues and collateral material promoting the 3 sectors in the Caribbean and iii) 3 benchmarking sector reports comparing the Caribbean with another competitive region/countries,

Component 3. Best practices missions. This component will finance one (1) mission/study tour of IPAS to another region in the world with experience in IPAs regional network and use of best practices in FDI with a successful result in attracting companies, creating employment and developing the zones.

3.4 Results Matrix

	Unit	Baseline		Year 1		Year 2		Expected Completion Date	Data Source
		Value	Year	Planned	Actual	Planned	Actual		
Result I: Increased interest for FDI from stakeholders and companies within the region.									
Available info about investment and partnership opportunities	#	0	2013	1		1		2013	Report and CAIPA webpage
An online interactive FDI mapping system of the Caribbean	#	0	2013	0		1		2014	On line map
FDI regional report	#	0	2013	0		1		2014	Regional report
Database of stakeholders with interest in the region	#	0	2013	0		1		2014	Database report
Result II: Improved access to more accurate, homogeneous, standardized and updated data on FDI									
Agreement on regional methodology to collect data, point person for repository bail out in each country and establishment of network in each country for data gathering.	#	1	2013	0		1		2014	Report after the meeting
An online database recording FDI inflows into the region by sector and by project	#	1	2013	0		1		2014	Online database
Result III: Improved success in attracting FDI and reinvestment projects and maximizing conversion rates from prospect to final investment.									
A CRM system with function for data storage, monitor and track leads, prospects	#	1	2013	0		1		2014	CRM tool
Real time report on FDI project status	#	1	2013	1		1		2014	Project evaluation report
Develop an regional aftercare program	#	1	2013	0		1		2014	Project evaluation report
Database of current investors in the region	#	1	2013	0		1		2014	Project evaluation report
Identification of investment opportunities to reinvest in the region	#	1	2013	0		20		2014	List of opportunities
A matching one-to-one event between foreign and local companies in the region	#	1	2013	0		1		2014	Report after the event
Result IV: Improved knowledge of strategic sectors within the region.									

Niche Tourism, Renewable energies and Outsourcing market profiles	#	1	2013	0		3		2014	Profiles
Niche Tourism, Renewable energies and Outsourcing brochures	#	1	2013	0		3		2014	Brochures
Niche Tourism, Renewable energies and Outsourcing benchmarking reports with other competitors.	#	1	2013	0		3		2014	Benchmarking reports
Potential leads to invest in Niche Tourism, Renewable energies and Outsourcing sector	#	1	2013	0		15		2014	Resport
Result V: New Best Practices developed, adopted or incorporated in CAIPA and the National IPAS									
Identification of activities and programs that could be beneficial for the region.	#	1	2013	0		1		2014	Best practices report

3.5 Indicative budget

Activity/Component	IDB US\$	Counterpart Funds ² US\$	Total US\$
1. <u>FDI Data Collection & Monitoring</u>			
1.1 <i>Development of regional Investment Map</i>	136,000	50,763	186,763
1.2 <i>Meeting with IPAS</i>	63,000	50,763	113,763
1.3 <i>Development of a FDI Repository system</i>	91,000	50,763	141,763
1.4 <i>Client Relationship Management & Tracking (CRM)</i>	95,000	50,763	145,763
1.5 <i>Development of intra-regional re-investment programme</i>	67,000	50,763	117,763
1.6 <i>Intra-regional event</i>	150,000	50,763	200,763
2. <u>Strategic Targeting</u>			
2.1 Sector Profiles for Outsourcing sector, Renewable Energy & Niche Tourism	111,000	50,763	161,763
3. <u>Pursuing best practices</u>			
3.1 <i>Best Practice Missions</i>	39,000	50,763	89,763
Program Implementation Unit	100,000	156,000	256,000
Audit	10,000		10,000
Program Final Evaluation	15,000		15,000
Contingencies	23,000	6500	29,500
Total	900,000	568,604	1,468,604

² Includes in-kind contributions for contingencies from some IPAs and from Caribbean Export Development Agency

IV. Executing agency and execution structure

Caribbean Export Development Agency is the only regional trade and investment promotion agency in the African, Caribbean and Pacific (ACP) group. It was established in 1996 by an Inter-Governmental Agreement as the trade promotion Agency of the 15 Member States of CARIFORUM.

Caribbean Export has evolved over the past 26 years from an Implementing Management Unit of the CARICOM Regional Trade Development Programme (CRTDP) as established in 1988, to the CARICOM Export Development Project (CEDP), which in 1996 became the Caribbean Export Development Agency. In July 2005, Caribbean Export assumed an investment promotion mandate after the 14th CARIFORUM Council of Ministers meeting. And since 2007, with the launch of the Caribbean Association of Investment Promotion Agencies (CAIPA), Caribbean Export has assumed the role of the CAIPA Secretariat with a view to: strengthening the institutional capacity of CAIPA and executing investment promotion initiatives through its member IPAs.

Caribbean Export's history in the management of TC projects includes the following:

- 8th European Development Fund with the EU (1999-2004)
- 9th European Development Fund with the EU (phase 1 and phase 2) (2006-2010)
- 10th European Development Fund with the EU (2011-2016)
- Cartfund from DfID in the UK administered by Caribbean Development Bank (2010 – 2014)
- DfID in the UK re: engaging EU firms to trade with Caribbean under EPA using the Olympic games as a stage (2012)
- BizClim funded by the EU focused on a CARIFORUM-EU Business Forum (2012)
- PROINVEST with the European Union (2005-2011)
- WIPO Regional Training (2005)
- Strengthening of CAIPA (2010-2011)
- B2B Matchmaking Workshop for furniture industry (2007)
- TFO Canada, funded by the CIDA on strengthening CAIPA (2008)
- IDB funding for on-site Caribbean (2011)

Caribbean Export Development Agency will co-finance the Project's Implementation Unit (PIU). The PIU will include a Project Manager, A Project Assistant and a Financial Assistant. All participating IPAS have committed to in-kind contributions for the project.

V. Major issues

Below are the major risks and the related mitigating actions associated with this initiative:

- i. Regional collaboration and cooperation for project implementation: The implementation of this TC requires the active engagement of all regional stakeholders. This is sometimes challenging as at the national level, organizational priorities may supersede regional ones. To militate against this risk and to ensure that at any given time there is an adequate number of regional stakeholders engaged in the implementation of activity, Caribbean Export will engage at least 1 CAIPA focal point in each territory for project implementation. These focal points will assist in project coordination and implementation, issue press releases at the national level, ensure project activities are published on national websites and are the first and key points of contact at the national level for information.
- ii. Sustainability: Regional program often present sustainability risks since funding is normally scarce and donors tend to favor national projects. . This project has the support of 2 regional initiatives: Caribbean Export and CAIPA which are the two regional entities that have been charged with the promotion of the Region for investment. As a result, the 2 entities will provide continued support to the implementation of Investment Climate Reform Initiatives and the Promotion of Sustainable Business Linkages in the Caribbean and will identify aspects of their work programmes where on-going work can be pursued. In particular, the ICT platforms to be developed will be undertaken with a requirement that a sustainability strategy be developed as a part of the consultancy. A suitable monitoring and evaluation framework will also be established through Caribbean Export to support the Action's sustained effects.
- iii. National proactive collaboration and leadership: This initiative requires the commitment of the national IPAS which have to be implementing the activities, updating the data and giving feedback of the activities developed.

VI. Environmental and Social Classification

This operation does not present environmental and social risks as it is an international trade infrastructure that is based on the Internet. It was classified as Category C in the Environmental and Screening Classification. [Safeguard Policy Filter Report](#) and [Safeguard Screening Form](#).

VII. Anexos:

- a. Letter of Request: [38686945](#); [38687122](#); [38687134](#)
- b. Terms of Reference: [38686886](#)
- c. Procurement Plan: [38686914](#)

13th August 2013

Mr. Antoni Estevadeordal
Manager
Integration and Trade Sector
IDB
Washington DC 20577

Dear Mr. Estevadeordal,

investTT Trinidad & Tobago is committed to fully support and participate in the execution of the regional project **Support to FDI attraction in the Caribbean** as proposed for financing under the Initiative for the Promotion of Regional Public Goods.

To that end, investTT will contribute resources in cash for the equivalent of US\$6,500.00 and resources in-kind for the equivalent of US\$4,635.00 monthly. These contributions will finance activities that include the hosting of a project meeting as well as the commitment of human resources.

The Regional Public Good (RPG) that the proposal attempts to promote is a priority for our country since it will enhance our efforts to diversify our economy through the attraction of foreign investors.

In light of the above, this organization pledges, once the objectives of the project have been accomplished, to continue promoting and supporting the development of the RPG.

Sincerely,



Kelvin Mahabir
President



GUYANA OFFICE FOR INVESTMENT **GO-INVEST**

The lead agency of the Government of Guyana for foreign & domestic investment.

190 Camp & Church Streets, Georgetown, Guyana, S.A. TEL: (592) 225-0658, (592) 227-0653 FAX: (592) 225-0655

August 12, 2013

Mr. Antoni Estevadeordal
Manager
Integration and Trade Sector
Inter-American Development Bank
Washington DC 20577
USA

Dear Mr. Estevadeordal,

The Guyana Office for Investment is committed to fully support and participate in the execution of the regional integration initiatives that are currently underway in the Caribbean at the level of CARIFORUM with a focus on regional cooperation in the attraction of foreign direct investment into the Region as proposed for financing under the Initiative for the Promotion of Regional Public Goods. To that end, the Guyana Office for Investment will contribute resources in-kind for the equivalent of US\$15,000.00. This contribution will finance the time spent by Ms Uchenna Gibson, Export Promotion Officer to work closely with CAIPA on this initiative and also conference room and refreshments for consultations on this matter. This amount includes Ms. Gibson's annual salary.

The RPG that the proposal attempts to promote is a priority for Guyana as we seek to fulfill our mandate in attracting foreign investment; these initiatives will enhance regional cooperation in attracting foreign investment to the Region.

In light of the above, this organization pledges, once the objectives of the project have been accomplished, to continue promoting and supporting the development of the RPG by working closely with CAIPA in being the key point of contact for information, coordinating and implementing activities, working closely with stakeholders and providing support wherever necessary.

Yours Sincerely,

Dhanpaul Dhanraj
Officer-in-Charge



CENTRE DE FACILITATION DES INVESTISSEMENTS
Organisme Autonome de l'Etat Haïtien
Créé par le Décret du 16 novembre 2005
Moniteur No. 13 du 31 janvier 2006

Port-au-Prince, August 12, 2013

CFI-DG/08.148.13

Mr. Antoni Estevadeordal
Manager
Integration and Trade Sector
IDB
Washington DC 20577

Dear Mr. Estevadeordal,

The Center for Facilitation of Investments is committed to fully support and participate in the execution of the regional entitled "**Support to FDI attraction in the Caribbean**" as proposed by CAIPA for financing under the IBDB's Initiative for the Promotion of Regional Public Goods. To that end, the Center for Facilitation of Investments will contribute in resources in-kind, by putting at the disposal of CAIPA Liaison Officer, Mrs. Farah Dominique Thermidor Joseph, for an amount equivalent to US\$ 18,000.00/year. These contributions will finance the implementation of all the activities related to the support to FDI attraction in the Caribbean.

The RPG that the proposal attempts to promote is a priority for our country for the following reasons:

1. An online Doing Business Guide will be a source of information for the investors on Haiti and will constitute the first portal between Haiti and potentials investors.
2. Enhance country's performance in the next DBR particularly in the Registering Property Frameworks and the Enforcing Contracts Frameworks.
3. Develop and reinforce partnership between local and regional enterprises and to facilitate SME's access to the regional market.



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4. Excellent platform to boost women's participation in doing business process.
5. Implementation of the Linkages Program as an opportunity for CFI to develop leading tools for a more effective and efficient approach.

In light of the above, this organization pledges, once the objectives of the project have been accomplished, to continue promoting and supporting the development of the RPG by:

1. Assigning specific staff to work on the project and transferring efficient resources to a permanent unit in the CFI structure.
2. Updating regularly the Doing Business Guide with new data on Haiti economy's market.
3. Organizing match making event once a year in order to facilitate an reinforce linkages and networking.
4. Measuring regularly the economic impact of investments made along the year regarding the adequate model developed in the project.

Sincerely,


Mr. Georges Andy RENE
General Director



August 12, 2013

Mr. Antoni Esteveordal
Manager – Integration and Trade Sector
Inter-American Development Bank
1300 New York Avenue
Washington, DC 20577



Dear Mr. Esteveordal,

The Jamaica Promotions Corporation (JAMPRO) is committed to fully support and participate in the execution of the regional project to further regional cooperation in the attraction of foreign direct investments as proposed for financing under the Initiative for the Promotion of Regional Public Goods (RPG). To that end, JAMPRO will contribute resources in-kind for the equivalent of US\$50,000.00. These contributions will finance the human resources required inside JAMPRO to give oversight and manage Jamaica's participation in the project, including the Corporation's participation in discussions, as well as, any other required actions.

The RPG that the proposal attempts to promote is a priority for our country/countries for the following reasons:

- To leverage regional partnerships in the positioning Jamaica and the Caribbean as an attractive destination for investments
- To create partnerships across the region that will enable the country to realize increased FDI and create jobs
- To identify best practices in the implementation of business environment reform programmes
- To advance the work of the Caribbean Association of Investment Promotion Agencies (CAIPA) of which JAMPRO is a founding member and current 1st Vice President

In light of the above, this organization pledges, once the objectives of the project have been accomplished, to continue promoting and supporting the development of the RPG by continued support to regional coordination of investment promotion through identified channels (such as CAIPA), as well as to continue the dialogues with regional counterparts towards the realization of our countries' mutual objectives. In addition, it is anticipated that the work related to investment climate reform and the business linkages will be absorbed into the organization's current framework to facilitate the advancement of both priority two areas.

Let me thank you for the opportunity to move this initiative forward and we look forward to your continued support.

Yours sincerely,

Wendy Lyttle
President (Acting)

Jamaica Promotions Corporation
An Agency of the Ministry of
Industry, Investment and Commerce

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Paramaribo, 04 March 2014

Ref.nr IDCS/as/2014-051

Mr. Antoni Estevadeordal
Manager
Integration and Trade Sector
IDB
Washington DC 20577

Dear Mr. Estevadeordal:

The Investment and Development Corporation Suriname NV (IDCS) is committed to fully support and participate in the execution of the regional project '**Support to FDI attraction in the Caribbean**' as proposed for financing under the Initiative for the Promotion of Regional Public Goods. To that end, IDCS will contribute resources in-kind for the equivalent of US\$ 15,000.-. These contributions relate to the assignment of one (1) member of IDCS's staff, who will be working directly with Caribbean Export, supporting the implementation of the proposed initiatives.

The RPGs that the proposal attempts to promote are priority for our country for the following reasons: 1) IDCS is a young Investment Promotion Agency in need of institutional strengthening and will benefit directly from the support provided by the IDB to the Caribbean Association of Investment Promotion Agencies. 2) The proposed activities will assist IDCS in its efforts to promote Suriname to the rights markets and attract the suitable investors.

In light of the above, this organization pledges, once the objectives of the project have been accomplished, to continue promoting and supporting the development of the RPG by, among others, a) Providing Suriname-related updates on an annual basis to the on-line 'Doing Business Guide' as well as the 'Caribbean Investment Map, b) Advocating for changes at the national level in the areas of registering property and enforcing contracts in support of a better investment law and c) Encouraging and supporting the initiatives and development on a local and regional level of a B2B platform linking investors to suppliers.

Sincerely,

Mr. Imro San A Jong
Deputy Director



BAHAMAS INVESTMENT AUTHORITY

CECIL WALLACE WHITFIELD CENTRE, CABLE BEACH
P. O. Box CB - 10980
NASSAU, N.P., THE BAHAMAS
TEL: (242) 327-5826-9; FAX: (242) 327-5806

OPMADM1/17/B

March 18, 2014

Mr. Antoni Estevadeordal
Manager
Integration and Trade Sector
IDB
Washington DC 20577
USA

Dear Mr. Estevadeordal,

The Bahamas Investment Authority (BIA) is committed to fully support and participate in the execution of the regional project, **Support to FDI Attraction in the Caribbean** as proposed for financing under the Initiative for the Promotion of Regional Public Goods. To that end, the Bahamas Investment Authority will contribute resources in-kind for the equivalent of US\$48,550.00. These contributions relate to the assignment of a dedicated resource person from BIA's staff to support the implementation of the initiatives to improve public sector services.

The RPG that the proposal attempts to promote is a priority for our country for the following reasons:

- The initiatives proposed will directly assist The Bahamas Investment Authority (BIA) in its efforts to promote The Bahamas for investment through the development of an online guide for doing business that will provide investors with easy access to information and increase transparency of doing business;
- The development of economic impact assessment models will complement the Economic Plan for the BIA as this initiative will assist in estimating the costs and benefits of proposed investments and reduce financial risk to the government; and
- The continuation of the institutional strengthening of the Caribbean Association of Investment Promotion Agencies (CAIPA) whose capacity building efforts and other initiatives have benefitted the BIA in recent years.

In light of the above, this organization pledges, once the objectives of the project have been accomplished, to continue promoting and supporting the development of the RPG by providing updates annually to the online doing business guide as it relates to The Bahamas, by supporting improvements in the areas of property registration and contract enforcement and use the criteria that will be developed under the Linkages programme to support local firms in a national linkage programme.

Sincerely,

Joy A. Jibrilu
Director of Investemnts



Trident Insurance Financial Centre
P.O. Box 1009, Bridgetown,
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Email: contact@investbarbados.org
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August 12, 2013

Mr. Antoni Estevadeordal
Manager
Integration and Trade Sector
IDB
Washington DC 20577

Dear Mr. Estevadeordal:

The Barbados International Business Promotion Corporation (Invest Barbados) is desirous of supporting and participating in the execution of the regional project, "*Support to FDI Attraction in the Caribbean*" as proposed for financing under the Initiative for the Promotion of Regional Public Goods (RPG). In view of this, Invest Barbados will contribute resources in-kind for the equivalent of US\$50,000. This contribution relates to the assignment of one (1) member of Invest Barbados' staff, as the focal point, to support the implementation of the proposed project.

The RPG that the proposal attempts to promote is a priority for our country for the following reasons:

1. The attraction of FDI is pivotal to the sustained growth and development of Barbados' economy;
2. The institutional strengthening of the Caribbean Association of Investment Promotion Agencies, and by extension, Invest Barbados will better position Barbados to implement more effective and sustainable investment promotion and retention strategies; and,
3. The development of an online *Doing Business Guide*, should make more readily and widely accessible to potential investors, information on Barbados' investment climate, while providing another platform for the articulation of Barbados' value proposition for key sectors;
4. The investment climate reform initiatives outlined should assist with the identification of best practices as well as any reforms required; and,
5. The promotion of sustainable business linkages should generate positive spillover effects, and enhance the overall competitiveness of the local business environment.

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Page 2
August 12, 2013

Mr. Antoni Estevadeordal
Manager
Integration and Trade Sector, IDB

Given the foregoing, and once the objectives of the project have been accomplished, Invest Barbados pledges to continue promoting and supporting the development of the RPG by:

- Keeping aspects of the online Doing Business Guide that relate to Barbados, current;
- Advocating for and supporting the necessary policy changes at the national level, as required; and
- Providing timely feedback on the effectiveness of the initiatives.

Should you require any further information, please free to contact Ms. Emeline Taitt, Chief Executive Officer (Ag), or Ms. Sandra Payne at 246-626-2000 or via email at etaitt@investbarbados.org and spayne@investbarbados.org respectively.

Sincerely,


for Emeline Taitt
Chief Executive Officer (Ag)

BEL/TRD/043 (2)

August 12, 2013

**Mr. Antoni Estevadeordal
Manager
Integration and Trade Sector
IDB
Washington DC 20577**

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Telephone (+501) 822 3737
822 0175
Fax (+501) 822 0595

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Dear Mr. Estevadeordal,

The Belize Trade and Investment Development Service (BELTRAIDE) is committed to fully support and participate in the execution of the regional project, **“Support to FDI attraction in the Caribbean”** as proposed for financing under the Initiative for the Promotion of Regional Public Goods. To that end, BELTRAIDE will contribute resources in-kind for the equivalent of US\$ \$15,000. These contributions relate to the assignment of one (1) member of BELTRAIDE’s staff, who will be working directly with Caribbean Export, supporting the implementation of the proposed initiatives.

The RPG that the proposal attempts to promote is a priority for our country/countries for the following reasons: 1.) The institutional strengthening of the Caribbean Association of Investment Promotion Agencies, which in many respects speaks to the institutional strengthening of BELTRAIDE. The Agency has been a beneficiary of capacity building and other initiatives executed by the Association in recent years and 2.) The initiatives proposed will directly assist BELTRAIDE in our efforts to promote Belize for investment, through the development of an on-line guide that provides information to investors, the provision of information that will assist the Agency in advocating for changes in the business environment, and through the exposure of our business sector to regional opportunities for exporting through the regional linkages programme.

In light of the above, this organization pledges, once the objectives of the project have been accomplished, to continue promoting and supporting the development of the RPG by a) Providing updates on an annual basis to the on-line **“Doing Business Guide”** as it pertains to Belize, b.) Advocate for changes at the national level in the areas of registering property and enforcing contracts and c) Use the criteria

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August 12, 2013

that will be set up under the Linkages Programme to support the development of our local firms in a national linkages programme. For any further questions, please feel free to contact me at 501-822-3737 or melanie@belizeinvest.org.bz.

Kind Regards,

A handwritten signature in cursive script, appearing to read "Lejia Gideon".

Deputy Executive Director
Lejia Melanie Gideon (Ms.)



República Dominicana "Año del Bicentenario del Natalicio de Juan Pablo Duarte"
4942



13 AGO 2013

Mr. Antoni Estevadeordal
Integration and Trade Sector Manager
Inter-American Development Bank (IDB)
Washington DC 20577

Dear Mr. Estevadeordal:

The Export and Investment Center of the Dominican Republic (CEI-RD) is committed to fully support and participate in the execution of the Regional Project "Attraction of Foreign Direct Investment (FDI) in the Caribbean" (at the level of CARIFORUM) as proposed for financing under the Initiative for the Promotion of Regional Public Goods (RPG).

To that end, the Export and Investment Center of the Dominican Republic (CEI-RD) will contribute resources in-kind for the equivalent of USD\$83,314.00 to this project. These contributions will finance the salaries for eighteen (18) months of two (2) specialized staff of CEI-RD that will be fully dedicated to all related activities of the project for an amount of USD\$70,396.00 and the proposal to host a regional meeting in our facilities in Santo Domingo, for which CEI-RD can provide the venue and the technical support for a cost of USD\$12,918.00.

The RPG that the proposal attempts to promote is a priority for our country considering that the Government of the Dominican Republic, and CEI-RD as the official agency responsible for the export and investment promotion, are making the necessary efforts for the improvement of the investment climate through the implementation of programmes and reforms to facilitate doing business in the country. On the other hand, we are highly interested in the development of a linkages programme between foreign investment firms and local companies, with a focus on Small and Medium Enterprises (SMEs), women in business, entrepreneurs and Dominican companies with exports potential, with a particular interest of increasing the trade and investment between our country and the rest of the Caribbean.

In light of the above, this organization pledges, once the objectives of the project have been accomplished, to continue promoting and supporting the development of the RPG by the continuous exchange of information and experiences with other Caribbean countries, the promotion - through the Caribbean Association of Investment Promotion Agencies (CAIPA)- of the Caribbean as an attractive and competitive location for doing business in order to increase the FDI flows into the region and to strengthen the investment promotion strategies within a national and regional level. We are convinced that these joint efforts will be of great benefit for all the Caribbean States.

Sincerely,


Dr. Jean Alain Rodríguez
Executive Director

JAR/CPV/ms



TERMS OF REFERENCE

FIRM

FDI on line map of the Caribbean

1. Background

Since 2010, the Caribbean has evidenced noteworthy success in the coordination of investment promotion initiatives, with increased collaboration and dialogue among the government entities involved in investment promotion in the region. This has been achieved primarily through strategic efforts to strengthen the institutional capacity of Caribbean Association of Investment Promotion Agencies (CAIPA); the establishment and operationalization of a think tank called the Regional Investment Promotion Steering Committee that is charged with the development of a Regional Investment Promotion Strategy (RIPS); and the Caribbean Growth Forum, which seeks to focus attention on 3 areas critical to growth in the region namely, the investment climate, skills and productivity and logistics and connectivity.

The IADB is leading an initiative seeking to enhance regional integration efforts that are underway in the Caribbean at the level of CARIFORUM (that is CARICOM and the Dominican Republic), with a focus on regional cooperation in the attraction of foreign direct investment

2. Objective of the Consultancy

Develop an on line mapping system that lets the stakeholder and potential investors view and position in real time the attractive economic activity zones in Caribbean countries as well as all the FDI and partnership projects registered in the FDI Caribbean repository.

3. Main Activities

- Elaborate a common template with the functions needed
- Design or adapt the tool and its function with intelligent info from enterprises for competitive intelligence or business development, policy-makers to assess their actions and deepen their analysis, media, and any actor who wants to be aware of the development of investment and partnerships between companies in Caribbean.
- Elaborate the map and the geolocalization
- Train the staff of the IPAS that will update the projects
- Include the interconnection with the FDI data repository
- Elaborate an easy handbook for the IPAS in how to update the map.
- Elaborate a presentation to the press.

4. Deliverables:

The development and the implementation of an on-line interactive atlas of the Caribbean that allow providing information on regional investment opportunities.

5. **Type of consultancy:** International firm

6. **Contract Duration:** 9 months.

7. **Payment:**

- 30% upon signature of contract and execution plan

- 20% upon Progress Report Delivery, pilot draft and first draft approve
- 30% upon Final Report, Delivery of the map and implementation
- 20% upon training

8. Responsible Office and Org. Unit

Under supervision of the Project Coordinator.

9. Requirements

- Reputable international consultancy firm with expertise including software developers, FDI consultants and business development officers.
- More than 5 years of experience in developing similar solutions to IPAS, EDOS and governments.

10. Scope of bid price and schedule of payment

Fix lump sum output -based fees will be paid as per agreed timeframe and satisfactory completion of outputs.

Total amount for professional service fee, travel, miscellaneous, and communication costs are included in the lump sum amount.

11. Requirement for Submission of Proposals and Evaluation Criteria

All interested and qualified candidates should send their CV, portfolio, technical proposal and financial proposal. The Technical Proposal should explain why you are the most suitable firm for this work, provide a brief methodology on how you will approach and conduct the work, including the work schedule for delivery of each output/deliverable.

The Financial proposal should provide a detailed lump sum offer with a clear breakdown of costs.

Offers should be received no later than the of, 2014.

Please send the document to the following address:

CARIBBEAN EXPORT DEVELOPMENT AGENCY
 Barbados Headquarters:
 1st Floor, Baobab Tower, Warrens, St. Michael, Barbados
 Mailing Address: P.O. Box 34B, Barbados. BB22026
 Tel: +1(246) 436-0578
 Fax: +1(246) 436-9999
 E-mail: info@carib-export.com

TERMS OF REFERENCE – FIRM

IMPROVING THE AVAILABILITY OF CARIBBEAN FDI DATA THROUGH THE DEVELOPMENT OF A REGIONAL FDI DATA REPOSITORY

1. Concept Note

Context, Rationale and Justification

The Caribbean has been described as a ‘data poor’ region and several development policies have been implemented by governments and other entities in the absence of reliable and consistent information. The result has been the articulation of economic growth plans in the region without the ability to measure the extent of the challenge or proximity to the goals that have been set. This dearth of data extends to regional information on foreign direct investment (FDI) and is evidenced in the national, regional and international publications on FDI flows into the region, where very little is mentioned on the Caribbean.

Increasingly, FDI is assuming a significant role in the development and growth strategies of developing and emerging market countries because of inadequate resources to finance development projects. The same is true in the Caribbean where investments are a significant source of bolstering domestic capital, productivity, employment and skills transfer, which are crucial to increasing economic growth. The development of policies to attract increasing flows of FDI, of necessity, requires accurate information on the “state of play” or the past and present flows. The publication of data on FDI increases the attractiveness of the host country to potential investors. In addition, given the extensive use of FDI incentives in the region, the establishment of reliable and adequate sources of information on FDI will contribute to the debate on the effectiveness of these incentives.

Finding a solution to this challenge is of particular interest to Caribbean Export Development Agency that sits as the CARIFORUM investment promotion agency and serves as the Secretariat for the Caribbean Association of Investment Promotion Agencies (CAIPA). Without reliable FDI data, the task of promoting the Caribbean for investment and the development of strategies to improve the attractiveness of the region to investors becomes daunting.

A regional approach to the challenge of FDI data availability or an integrated FDI information architecture – a Caribbean FDI data repository - is being proposed with the following in mind:

- The entire region faces a similar challenge. Addressing this issue on a regional level will meet the needs of the majority of regional stakeholders with economies of scale in resource allocation;
- The data for the Caribbean is usually presented as a compilation of national information. The development of an approach that increases the comparability of this information will increase the accuracy of the compiled data that is published. This implies the establishment of a common system of concepts, definitions, classification schemes and information management systems, among others;

- Recognising that there may be significant challenges in addressing the needs of all stakeholders involved in the collection and monitoring of FDI data, a phased approach to this effort should be considered beginning at the level of the Investment Promotion Agencies (IPAs)– improving the ability of the IPAs to collect and report on FDI projects in their territories being the first stage;
- There are other entities – national and non-national - involved in FDI data collation within the region who would also need to be involved in an initiative such as this, including the Central Banks and the CARICOM Secretariat’s Statistics Unit. Through this initiative, the enhancement of the relationship between the IPAs and the Central Banks could only serve to improve on the collection of data on FDI at the national level;
- There are good practices in regional data collection and established regional data repositories that should be investigated as models for the Caribbean that can be adopted/adapted e.g. the ANIMA Investment Network’s Mediterranean Investment and Partnership Observatory.

2. Project Description – including objectives and key activities

The development of a regional FDI database or data repository implies activities at a national level – the transfer of skills to national stakeholders who would be owners of the project. At the regional level, Caribbean Export would be the coordinator, manager and developer of the regional database. Given the myriad of entities involved at a national level in the compilation of national statistics on FDI and the challenges foreseen in safeguarding the participation of all related entities including issues such as data security, it is being proposed that the project assumes a phased approach, informing all entities of the proposed activity but limiting the number of engaged state players in the action during the first phase.

The proposal therefore is to engage the IPAs at the national level, in the first phase. The relationship between Caribbean Export and the IPAs is already concretised as the Agency serves as the Secretariat for CAIPA.

3. Activities

- **Conduct research on FDI data collection systems in the region:** The aim of this activity will be to increase the project managers’ understanding of the methodologies used across the region in the collection of FDI data, to better understand the convergences and differences, as well as the challenges. This assessment will also assist with the refinement of the project’s strategy/approach to finding a solution.
- **Create general awareness of the project:** All stakeholders at the regional and national levels would be informed of the project and would be invited to participate in an online session/webinar. The session would seek to not only present the initiative and the challenges it seeks to circumvent but also provide information on good practices in FDI data collection.
- **Provide specific training to build out the repository:** The IPAs could then be engaged in a second session where specific training would be provided on the build out of the data repository, including but not limited to the common system of concepts, definitions, classification schemes, information management systems, and how to track, monitor and report on projects. The idea is to enhance the capacity of the IPAs to compile, analyse and disseminate data on FDI in their countries, based on internationally recommended standards. The training

should enable the IPAs to create awareness of high-quality and up-to-date databases by providing them with concrete and practical guidance on how to collect and report FDI.

- **Build out the repository:** It is being proposed that the years 2011, 2012 and 2013 be the starting point for the database while data for 2014 is also being collected.
- **Launch the repository**

4. Target Audience (primary and secondary)

This includes Government officials such as statistical entities, IPAs, central banks of CAIPA member countries, as well as regional bodies such as the CARICOM Secretariat.

5. Expected Outcomes (immediate and long term)

The project will realise the development of a FDI data repository for the Caribbean. It is anticipated that:

- The training provided to CAIPA members in the process will help to improve established FDI statistical systems or lead to the development of tracking and reporting systems where none existed;
- Useful, timely, accurate and comparable FDI statistics will be generated for publication increasing awareness of developments in the Caribbean. This increased awareness may have spill over effects increasing the attractiveness of the region to investors; and
- The data generated will lead to improved decision-making and strategy development within the region

6. Deliverables:

A fully functional and operating FDI data repository database with updated info of projects

7. Type of consultancy: International firm

8. Contract Duration: 9 months.

Payment:

- 30% upon signature of contract and execution plan
- 20% upon Progress Report Delivery and first draft approve
- 30% upon Final Report Delivery and implementations
- 20% upon training

9. Responsible Office and Org. Unit

Under supervision of the Project Coordinator.

10. Requirements

Reputable international consultancy firm with expertise including software developers, FDI consultants, and business development officers.

More than 5 years of experience in developing similar solutions to IPAS, EDOS and governments.

11. Scope of bid price and schedule of payment

Fix lump sum output -based fees will be paid as per agreed timeframe and satisfactory completion of outputs. Total amount for professional service fee, travel, miscellaneous, and communication costs are included in the lump sum amount.

12. Requirement for Submission of Proposals and Evaluation Criteria

All interested and qualified candidates should send their CV, portfolio, technical proposal and financial proposal.

The Technical Proposal should provide a brief methodology on how the company will approach and conduct the work, including the work schedule for delivery of each output/deliverable.

The Financial proposal should provide a detailed lump sum offer with a clear breakdown of costs.

Offers should be received no later than the of, 2014.

Please send the document to the following address:

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Barbados Headquarters:
1st Floor, Baobab Tower, Warrens, St. Michael, Barbados
Mailing Address: P.O. Box 34B, Barbados. BB22026
Tel: +1(246) 436-0578
Fax: +1(246) 436-9999
E-mail: info@carib-export.com

TERMS OF REFERENCE – FIRM

Client Relationship Management (CRM) and Tracking System Procurement

1. Background

Since 2010, the Caribbean has evidenced noteworthy success in the coordination of investment promotion initiatives, with increased collaboration and dialogue among the government entities involved in investment promotion in the region. This has been achieved primarily through strategic efforts to strengthen the institutional capacity of Caribbean Association of Investment Promotion Agencies (CAIPA); the establishment and operationalization of a think tank called the Regional Investment Promotion Steering Committee that is charged with the development of a Regional Investment Promotion Strategy (RIPS); and the Caribbean Growth Forum, which seeks to focus attention on 3 areas critical to growth in the region namely, the investment climate, skills and productivity and logistics and connectivity.

CAIPA has received a Technical Cooperation from the Inter-American Development Bank and intends to apply the proceeds of this grant to eligible payments for conducting works on Justification for CRM (Client Relationship Management & Tracking System) Software Development and Customization for each of the following IPAS within the Caribbean:

- Barbados – Invest Barbados
- Bahamas – Bahamas Investment Authority
- Belize – BELTRAIDE
- Dominican Republic – CEI-RD
- Guyana – GO-INVEST
- Haiti – CFI
- Jamaica – JAMPRO, NCC
- Suriname – IDCS and Suriname Business Council
- Trinidad & Tobago – investTTthe Caribbean Development Agency.

CAIPA is leading this initiative seeking to enhance regional integration efforts that are underway in the Caribbean at the level of CARIFORUM (that is CARICOM and the Dominican Republic), with a focus on regional cooperation in the attraction of foreign direct investment.

2. Objective of the Consultancy

Today's most successful economic development agencies all use so-called Client Relations Management & tracking (CRM) systems to manage and track the huge number of their business contacts, leads, prospects and projects.

Just some of the most sophisticated IPAs within the Caribbean have CRM in place, but not the rest, so they are using Excel sheets, with difficulties to update, generate reports, measure results and track investors. The objective of the consultancy is to develop, customize and adapt an existing CRM system that meets the needs of the IPAs in the Caribbean. Hosting and support services will also be included. The CRM will track leads, prospects and intra- regional reinvestment projects. The CRM will have an additional functionality of an intranet that will host the intraregional investment projects and will send an alert to those countries potentially recipient of the project.

3. Main Activities

A CRM system, customized to suit investment projects, is essential to enhance communication and information sharing among the departments in the agencies and the region, strengthens management oversight, facilitates reporting, and allows staff to efficiently schedule meetings and other activities like follow up, organize forums and events. The CRM system enhances the agencies overall targeting efforts by facilitating outreach to potential investors and partners and shortening response time to received enquiries.

Technical Specifications for CRM system:

Software must be the solution that is most cost effective, most sustainable and richest in functionality and offer excellent value for money. Long term support and product upgrades must be ensured.

At least the following requirements would be required:

1. Ability to Enter Full Contact Information (including e-mail and Website addresses)
2. Internet/Web Integration of the CRM system
3. Calendar Functions
4. Integration with Existing Applications (Word, Access, Excel)
5. Network-based
6. Capability to send e-mail through the CRM system
7. Reporting functionality
8. Unlimited Record Capacity
9. Intranet functionalities
10. Integration with app solutions
11. Coordination with the IPAS within the Caribbean and the existing CRMs
12. Guarantee the confidentiality of the projects

Consulting Services for Software Development and Customization

Based on these requirements, Consulting services are needed to implement a client relationship management system as follows:

The consultant will develop new or upgrade already available off-the-shelf software, customize it to suit the IPAs specific needs of an investment promotion agency and train users and administrators on the use of the software.

- **Development (Upgrading):** The consultant will develop new or upgrade already available off-the-shelf software on designated networked computers and servers using assistance from IPAs's in-house technology coordinator. It is envisaged to install the software on approximately X PCs in the region. (TBD)
- **Customization:** The consultant will customize the client tracking system to suit the needs of an investment promotion agency. Specifically, customization will allow IPAs to generate reports on the current status of the investment and export "pipeline" for the CARibbean, produce statistical and graphical analysis of foreign investment and data for the region and evaluate marketing activities undertaken by the organization with regard to their effectiveness in generating new contacts. Furthermore, investment promotion relevant tools, such as currency converter, useful links to online business information resources, industrial classification codes, etc. will be loaded into the software to allow efficient lookup and research for IPAs staff. IPAS will be able to track the progression of client contacts from the stage of initial contact to implementation and even post-implementation phase. IPAs will have the opportunity to review and provide further requirements for customization.
- The CRM will have an additional functionality of an intranet that will host the intraregional investment projects and will send an alert to those countries potentially recipient of the project.
- **Training:** The consultant will provide user training for IPAS staff receiving the software and administrator training for IT staff.

4. Deliverables:

- A CRM system functioning that meets the needs of the IPAs in the region for data storage, monitoring and tracking of FDI leads, prospects and projects and the generation of real time reports.
- Implementation
- Training
- A database of intra-regional investors, projects and detailed opportunity profiles

5. Contractual Characteristics

- **Type of consultancy:** International firm
- **Contract Duration:** 9 months.

6. Responsible Office and Org. Unit

Under supervision of the Project Coordinator

7. Qualifications of Consultancy Firm

Experience and Expertise

- Practical experience of 4-5 years in the establishment of automated Customer

Relationship Management (CRM)

- Should have at least completed 3 CRM system projects of similar nature that are currently operational.
- Sound knowledge and expertise in implementation off the shelf CRM solutions
- One window solution should be provided by bidder
- Sound local & international experience in IVR/Call Center development and implementation
- Sound experience in system integration (software and hardware)
- Working experience on Donor projects is preferred

8. Scope of bid price and schedule of payment

Fix lump sum output -based fees will be paid as per agreed timeframe and satisfactory completion of outputs. Total amount for professional service fee, travel, miscellaneous, and communication costs are included in the lump sum amount.

9. Requirement for Submission of Proposals and Evaluation Criteria

Consultant will be experienced in development and customization of CRM systems, have a track record in delivering similar assignments, and have excellent skills and experience in analyzing various technical solutions to find off-the-shelf software with additional customization to be the solution that is most cost effective, most sustainable and richest in functionality.

TERMS OF REFERENCE – FIRM

Intra-Regional Re-Investment Programme

1. Context, Rationale and Justification

The rationale for and benefits of aftercare are closely linked. Moreover, these are obvious realities that are as much at home in the world of international business as they are in the investment promotion systems in the region. The most obvious objective of aftercare is to generate investment through expansion, reinvestment or diversification. In some countries, like Ireland and Scotland, a substantial part (oftentimes above 70%) of their FDI is generated from existing investors through aftercare, expansion and reinvestment programs.

By maintaining a close relationship with all of the major investors in the region, the IPAs will be aware of their businesses, how well or how poorly they are performing, the investors' relationships with local suppliers or other companies, and the attitudes of their management towards a number of important local issues.

Armed with this knowledge trained staff can anticipate the needs of investors and work to make sure those needs is met. At a minimum, this will improve retention and generally encourage positive perceptions of the region In some instances meeting investor needs can work to encourage expansions and reinvestments. If the agencies/region has built strong relationships with local managers of the investments and assisted their business to flourish, the rewards will be forthcoming.

A successful or content local manager will be more likely to support expansion programs and encourage headquarter management to invest more in their operations. If the agencies are not in contact with the investors then it cannot act to facilitate further investment. In some cases, the investment that could easily be developed may be lost to other countries or may not happen due to unfavorable conditions that could have been corrected.

The benefits of identifying who have invested in the region is key to generate reinvestment not only in the countries, but within the region and also impact proactive investment efforts. Because installed investors are the first point-of-call for potential investors, keeping them satisfied should be a national/regional priority. In most cases their opinions are the most important evaluation criteria for new investors. In fact, most site selection decisions are made as a result of the interviews held with local foreign direct investors. And, the closer the existing investor's operations are to that of the potential or new investor the more valuable the opinions. Interestingly, companies that are intense competitors in their home markets may often share considerable amounts of information on a foreign country. In some instances they cooperate and even assist in the installation of the competitor.

The reason for this is straightforward. Investors know that having others like them in the region helps create a lobby for important changes that will enhance their operations, create synergies for staff training, and may work to lower the costs of public services.

The link to proactive promotion can be taken one step further. Improved international public relations and marketing can also be generated through existing investors. Most investors are interested and willing to promote the region if their experience is positive. In fact, because multinational corporations are concerned with their profile among peers and consumers, it is to their advantage to encourage good

perceptions of the places in which they operate. This can be developed through testimonials, participation in missions, featured pages on the agency's website, joint media campaigns and other initiatives.

2. Project Description – including objectives and key activities

A programme that allows for the identification of regional investors interested in expanding to other territories in the region and the promotion of investment opportunities to these investors

3. Activities and Deliverables:

- Develop contact list of investors in the region
- Develop 20 investment opportunity profiles that potentially can invest, reinvest or expand their businesses within the region.

4. Type of consultancy: International firm

5. Contract Duration: 9 months.

Payment:

- 30% upon signature of contract and execution plan
- 20% upon Progress Report Delivery and first draft approve
- 30% upon Final Report Delivery and implementations
- 20% upon training

6. Responsible Office and Org. Unit

Under supervision of the Project Coordinator.

7. Requirements

Reputable international consultancy firm with expertise in the region, private sector and FDI.

More than 5 years of experience in developing similar programs to IPAS, EDOS and governments.

8. Scope of bid price and schedule of payment

Fix lump sum output -based fees will be paid as per agreed timeframe and satisfactory completion of outputs. Total amount for professional service fee, travel, miscellaneous, and communication costs are included in the lump sum amount.

9. Requirement for Submission of Proposals and Evaluation Criteria

All interested and qualified candidates should send their CV, portfolio, technical proposal and financial proposal.

The Technical Proposal should provide a brief methodology on how the company will approach and conduct the work, including the work schedule for delivery of each output/deliverable.

The Financial proposal should provide a detailed lump sum offer with a clear breakdown of costs.

Offers should be received no later than the of, 2014.

Please send the document to the following address:

TERMS OF REFERENCE – Individual consultant

RG-2428-RENEWABLE ENERGY SENIOR CONSULTANT

1. Background

Since 2010, the Caribbean has evidenced noteworthy success in the coordination of investment promotion initiatives, with increased collaboration and dialogue among the government entities involved in investment promotion in the region. This has been achieved primarily through strategic efforts to strengthen the institutional capacity of Caribbean Association of Investment Promotion Agencies (CAIPA); the establishment and operationalization of a think tank called the Regional Investment Promotion Steering Committee that is charged with the development of a Regional Investment Promotion Strategy (RIPS); and the Caribbean Growth Forum, which seeks to focus attention on 3 areas critical to growth in the region namely, the investment climate, skills and productivity and logistics and connectivity.

CAIPA is the Executing Unit of a Technical Cooperation from the Inter-American Development Bank (RG-2428) with the following beneficiary countries:

- Barbados – Invest Barbados
- Bahamas – Bahamas Investment Authority
- Belize – BELTRAIDE
- Dominican Republic – CEI-RD
- Guyana – GO-INVEST
- Haiti – CFI
- Jamaica – JAMPRO, NCC
- Suriname – IDCS and Suriname Business Council
- Trinidad & Tobago – investTTthe Caribbean Development Agency.

CAIPA is leading this initiative seeking to enhance regional integration efforts that are underway in the Caribbean at the level of CARIFORUM (that is CARICOM and the Dominican Republic), with a focus on regional cooperation in the attraction of foreign direct investment.

2. Objective of the Consultancy

Under the overall supervision of the Project Coordinator, the Program looks for an experienced Renewable Energy Senior Consultant to develop a sector profile for the sector in the region. The core objective is to provide the countries within the Caribbean with reliable information and data concerning potential of renewable energy sources in this region, stimulate interest of private sector and international investors, provide recommendations on how to maximize international and regional cooperation and elaborate a benchmarking analysis.

3. Main Activities and Deliverables

- Readily available comparative sector specific data - benchmarking with competitor countries
- An easily accessible report (English and Spanish) - accessible to investors and IPAs
- A catalogue on investing in the Caribbean in the renewable energy sector

- Identification of 5 potential leads in the renewable energy sector

1. Contractual Characteristics

- **Type of consultancy:** International Individual Consultant
- **Contract Duration:** 6 months.
- **Payment:** Lump sum, 25% payable upon signature of the contract; 35% payable after delivery of the “report and comparative sector specific data ”; and 40% payable upon delivery and acceptance by the IDB of the final report, delivery of the 5 potential leads in the renewable energy sector and the catalogue.

2. Responsible Office and Org. Unit

Under supervision of the Project Coordinator

3. Skills and Qualifications

The Consultant should provide expertise in the following areas:

- Up to 10 years of expertise and experience on economic sector analysis; as well as in development of investment and business environment development strategies in transition economies. Experience in the Caribbean is preferred;
- Up to 10 years of experience in economic and development issues, particularly for the public sector.
- Experience in investment promotion as demonstrated by work in an investment promotion agency or similar body involved in FDI promotion.
- Masters or higher degree, in relevant field (Economics, Finance, Legal, IT, Social sciences);
- Experience in working with investment promotion and/or business support agencies in transition economies is needed. Practical and recent experience in the Caribbean will be preferred.
- Excellent communication and presentation skills,
- Excellent writing, editing, and oral communication and skills in English. Spanish and French are a plus.

4. Requirement for Submission of CVs

CARIBBEAN EXPORT DEVELOPMENT AGENCY

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Tel: +1(246) 436-0578

Fax: +1(246) 436-9999

E-mail: info@carib-export.com

TERMS OF REFERENCE – Individual consultant

RG-2428-OUTSOURCING SENIOR CONSULTANT

1. Background

Since 2010, the Caribbean has evidenced noteworthy success in the coordination of investment promotion initiatives, with increased collaboration and dialogue among the government entities involved in investment promotion in the region. This has been achieved primarily through strategic efforts to strengthen the institutional capacity of Caribbean Association of Investment Promotion Agencies (CAIPA); the establishment and operationalization of a think tank called the Regional Investment Promotion Steering Committee that is charged with the development of a Regional Investment Promotion Strategy (RIPS); and the Caribbean Growth Forum, which seeks to focus attention on 3 areas critical to growth in the region namely, the investment climate, skills and productivity and logistics and connectivity.

CAIPA is the Executing Unit of a Technical Cooperation from the Inter-American Development Bank (RG-2428) with the following beneficiary countries:

- Barbados – Invest Barbados
- Bahamas – Bahamas Investment Authority
- Belize – BELTRAIDE
- Dominican Republic – CEI-RD
- Guyana – GO-INVEST
- Haiti – CFI
- Jamaica – JAMPRO, NCC
- Suriname – IDCS and Suriname Business Council
- Trinidad & Tobago – investTTthe Caribbean Development Agency.

CAIPA is leading this initiative seeking to enhance regional integration efforts that are underway in the Caribbean at the level of CARIFORUM (that is CARICOM and the Dominican Republic), with a focus on regional cooperation in the attraction of foreign direct investment.

2. Objective of the Consultancy

Under the overall supervision of the Project Coordinator, the Program looks for an experienced IT consultant to carry on an Outsourcing Sector comparative data report that will be used to help guide efforts to attract multinational and SMES players to Caribbean's emerging offshore and outsource services sector. The goal is deliver added value data that will not only put Caribbean on the global outsourcing map, but deliver results both in terms of increased inward investment and partnership opportunities for local firms.

The core objective is to provide the countries within the Caribbean with reliable information and data concerning potential of outsourcing opportunities in this region, stimulate interest of private sector and international investors, provide recommendations on how to maximize international and regional cooperation and elaborate a benchmarking analysis.

3. Main Activities and Deliverables

The objectives of this work include (but may not be limited to):

- To identify those sub-sectors of Caribbean's economy those are most attractive for foreign firms, including establishing back-office, creative services and/or third-party operations in the country. Sectors of interest include:
 - **Business Process Outsourcing (IT enabled services/Call Centres/Shared Service Centres, etc);**
- To provide a detailed analysis of the BPO sector within the Caribbean, including strengths and weaknesses, and an assessment of its competitiveness and potential for investment.
- To come up with a list of 5 key foreign companies with active leads interested to invest within the region, including information on the scope and scale of their operations.
- To provide policy recommendations – from workforce development to possible incentive packages, that might improve the Caribbean's chances of attracting investors based on the detailed sector analysis.
- To develop a complete list of multinational players engaged in global outsourcing in the above mentioned sector.
- To provide a direct comparison, from an investor's perspectives, as to the benefits of establishing an offshore operation in the Caribbean versus elsewhere in a region/competitor country.
- To develop a presentation and sector brochure that might be used to convince investors to invest in the Caribbean and/or partner with local firms.

Deliverables

- Readily available comparative sector specific data - benchmarking with competitor countries
- An easily accessible report (English and Spanish) - accessible to investors and IPAs
- A catalogue on investing in the Caribbean in the outsourcing sector
- Identification of 5 potential leads in the BPO sector

4. Contractual Characteristics

- **Type of consultancy:** International Individual Consultant
- **Contract Duration:** 7 months.
- **Payment:** Lump sum, 25% payable upon signature of the contract; 35% payable after delivery of the "report and comparative sector specific data "; and 40% payable upon delivery and acceptance by the IDB of the final report, delivery of the 5 potential leads in the sector and the catalogue.

5. Responsible Office and Org. Unit

Under supervision of the Project Coordinator

6. Skills and Qualifications

The Consultant should provide expertise in the following areas:

- Up to 10 years of expertise and experience on economic sector analysis; as well as in development of investment and business environment development strategies in transition economies. Experience in the Caribbean is preferred;
- Up to 10 years of experience in economic and development issues, particularly for the public sector.
- Experience in investment promotion as demonstrated by work in an investment promotion agency or similar body involved in FDI promotion.
- Masters or higher degree, in relevant field (Economics, Finance, Legal, IT, Social sciences);
- Experience in working with investment promotion and/or business support agencies in transition economies is needed. Practical and recent experience in the Caribbean will be preferred.
- Excellent communication and presentation skills, and
- Excellent writing, editing, and oral communication and skills in English. Spanish and French are a plus,

7. Requirement for Submission of CVs

CARIBBEAN EXPORT DEVELOPMENT AGENCY

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TERMS OF REFERENCE – Individual consultant

RG-2428-NICHE TOURISM CONSULTANT FOR THE CARIBBEAN REGION

1. Background

Since 2010, the Caribbean has evidenced noteworthy success in the coordination of investment promotion initiatives, with increased collaboration and dialogue among the government entities involved in investment promotion in the region. This has been achieved primarily through strategic efforts to strengthen the institutional capacity of Caribbean Association of Investment Promotion Agencies (CAIPA); the establishment and operationalization of a think tank called the Regional Investment Promotion Steering Committee that is charged with the development of a Regional Investment Promotion Strategy (RIPS); and the Caribbean Growth Forum, which seeks to focus attention on 3 areas critical to growth in the region namely, the investment climate, skills and productivity and logistics and connectivity.

CAIPA is the Executing Unit of a Technical Cooperation from the Inter-American Development Bank (RG-2428) with the following beneficiary countries:

- Barbados – Invest Barbados
- Bahamas – Bahamas Investment Authority
- Belize – BELTRAIDE
- Dominican Republic – CEI-RD
- Guyana – GO-INVEST
- Haiti – CFI
- Jamaica – JAMPRO, NCC
- Suriname – IDCS and Suriname Business Council
- Trinidad & Tobago – investTTthe Caribbean Development Agency.

CAIPA is leading this initiative seeking to enhance regional integration efforts that are underway in the Caribbean at the level of CARIFORUM (that is CARICOM and the Dominican Republic), with a focus on regional cooperation in the attraction of foreign direct investment.

2. Objective of the Consultancy

Under the overall supervision of the Project Coordinator, the Program looks for an experienced tourism consultant to carry on a Tourism Sector comparative data report that will be used to help guide efforts to identify niches of opportunities to develop, investment opportunities in order to attract multinational and SMES players to Caribbean's emerging tourism services sector. The goal is deliver added value data that will not only put Caribbean on the global tourism map, but deliver results both in terms of increased inward investment and partnership opportunities for local firms.

The core objective is to provide the countries within the Caribbean with reliable information and data concerning potential of niche tourism opportunities in this region, stimulate interest of private sector and international investors, provide recommendations on how to maximize international and regional cooperation and elaborate a benchmarking analysis.

3. Main Activities and Deliverables

The objectives of this work include (but may not be limited to):

- To identify those activities and niches within the Caribbean's economy those are most attractive for foreign firms within the tourism sector.
- Identify geographic areas with potential tourism value, based on set of criteria, and provide recommendations and approaches to developing such areas, including the identification of relevant infrastructure and capacity needs.
- To provide a detailed analysis of the tourism sector within the Caribbean, including strengths and weaknesses, and an assessment of its competitiveness and potential for investment.
- To come up with a list of 5 key foreign companies with active leads interested to invest within the region, including information on the scope and scale of their operations.
- To provide policy recommendations – from workforce development to possible incentive packages, that might improve the Caribbean's chances of attracting investors based on the detailed sector analysis.
- To develop a complete list of multinational players engaged in tourism that could be the anchors to invest and create employment in the above mentioned sector.
- To provide a direct comparison, from an investor's perspectives, as to the benefits of establishing a niche tourism operation in the Caribbean versus elsewhere in a region/competitor country.
- To develop a presentation and sector brochure that might be used to convince investors to invest in the Caribbean and/or partner with local firms.

4. Deliverables

- Readily available comparative sector specific data - benchmarking with competitor countries
- An easily accessible report (English and Spanish) - accessible to investors and IPAs
- A catalogue on investing in the Caribbean in the niche touristic sector
- Identification of 5 potential leads in the sector

5. Contractual Characteristics

- **Type of consultancy:** International Individual Consultant
- **Contract Duration:** 7 months.
- **Payment:** Lump sum, 25% payable upon signature of the contract; 35% payable after delivery of the "report and comparative sector specific data "; and 40% payable upon delivery and acceptance by the IDB of the final report, delivery of the 5 potential leads in the sector and the catalogue.

6. Responsible Office and Org. Unit

Under supervision of the Project Coordinator

7. Skills and Qualifications

The Consultant should provide expertise in the following areas:

- An extensive international, regional and national experience in the preparation of tourism plan, strategy, framework or roadmap.
- Highly competent technical experts with recognized international and national experience, including projects overseas and local, as well as relevant education and trainings on tourism planning, marketing, infrastructure, transportation, product development, standards setting, local governance, environment, social, and cultural.
- Up to 10 years of expertise and experience on economic sector analysis; as well as in development of investment and business environment development strategies in transition economies. Experience in the Caribbean is preferred;
- Experience in investment promotion as demonstrated by work in an investment promotion agency or similar body involved in FDI promotion.
- Masters or higher degree, in relevant field (Economics, Finance, Legal, tourism, Social sciences);
- Experience in working with investment promotion and/or business support agencies in transition economies is needed. Practical and recent experience in the Caribbean will be preferred.
- Excellent communication and presentation skills,
- Excellent writing, editing, and oral communication and skills in English. Spanish and French are a plus.

8. Requirement for Submission of CVs

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TERMS OF REFERENCE – Individual consultant

RG-2428-PROJECT COORDINATOR

1. Background

Since 2010, the Caribbean has evidenced noteworthy success in the coordination of investment promotion initiatives, with increased collaboration and dialogue among the government entities involved in investment promotion in the region. This has been achieved primarily through strategic efforts to strengthen the institutional capacity of Caribbean Association of Investment Promotion Agencies (CAIPA); the establishment and operationalization of a think tank called the Regional Investment Promotion Steering Committee that is charged with the development of a Regional Investment Promotion Strategy (RIPS); and the Caribbean Growth Forum, which seeks to focus attention on 3 areas critical to growth in the region namely, the investment climate, skills and productivity and logistics and connectivity.

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- Guyana – GO-INVEST
- Haiti – CAIPA
- Jamaica – JAMPRO, NCC
- Suriname – IDCS and Suriname Business Council
- Trinidad & Tobago – investinTT the Caribbean Development Agency.

CAIPA is leading this initiative seeking to enhance regional integration efforts that are underway in the Caribbean at the level of CARIFORUM (that is CARICOM and the Dominican Republic), with a focus on regional cooperation in the attraction of foreign direct investment.

2. Objective of the Consultancy

The objective of the consultancy is to manage the implementation of the Technical Cooperation Action Plan in compliance with the IADB rules and procedures.

The Project Coordinator is responsible for successful completion of all project activities and the delivery of agreed outputs and results. The incumbent performs his/her duties in coordination with IDB and the Project Steering Committee. The Incumbent organizes the work of the project personnel and consultants recruited for performance of specific jobs and services.

3. Main Activities

- Assume the responsibility of implementing the activities and the calendar of the TC agreed by CAIPA and IDB, ensuring that they are executed according to the TC document and the Agreement signed between the CAIPA and the IDB.
- Manage the Execution of the program and supervise the project assistant

- Liaise with National IPAS, Government and non-government stakeholders to promote the goals and objectives of the TC
- Prepare reports to CAIPA and the IDB regarding the financial and technical execution status of the TC in accordance with the Agreement and provide additional information regarding activities as required by CAIPA and the IDB.
- Be responsible for all of the procurement activities of the Program: manage preparation of Terms of Reference/Request for Proposal; conduct selection, supervise the tendering activities and participate in selection committees, in accordance with IDB procedures. Provide oversight to the implementation of all consultancies, goods and service contracts
- Liaise with the IDB Country Office and HQs as required ensuring efficient project execution in compliance with Bank regulations
- Supervise the financial administration of the Project; review and authorize all payments that are made from the budget
- Maintain good communication between all entities (IPAS) involved in the implementation of the Program, donors, public and the private sector
- Propose and Prepare, in coordination with IDB, amendments to the Action Plan as required adjusting the operating procedures to achieve maximum efficiency while respecting the norms established in the Project Report and the IDB's Procurement Policy. Present amendments for approval to IDB
- Participate in the selection of the consultants and firms.
- In close collaboration with the Team Leaders and IDB consultants: Develop, update and supervise annual work plans, based on the program's logical framework goals, objectives and indicators in tandem with the technical specialists and the Unit's Staff.
- Provide orientation to the Consultants contracted along the operation; review their terms of references; expected outputs; and approve consultancy work plans. Supervise the activities of the consultancy, monitoring progress and ensure that the consultancy meet the highest possible professional standards
- Be responsible for maintaining the Program Operating Regulations. Provide recommendations to the IDB for modifications to the Action Plan, as required to ensure the optimal efficiency, transparency and effectiveness of the regulations
- Maintain good cross-collaboration communication between the IDB, IPAS and the other participants of the program

4. Contractual Characteristics

- **Type of consultancy:** International Individual Consultant
- **Contract Duration:** 24 months
- **Payment:** monthly basis
- **Place of Work:** Barbados

5. Responsible Office and Org. Unit

Under supervision of the IADB Team leaders

6. Skills and Qualifications

The Program Manager should have:

- Master Degree or MBA in Foreign Trade, Economics, Law or a related field. Experience required of at least 6 years of professional experience in and investment and export promotion or international private firm.
- At least 4 years of cumulated experience in developing countries/fragile states
- Strong understanding of multilateral organizations procurement, contracting and reporting rules. Demonstrated management skills
- Fluency in French and English. Spanish would be a plus.
- Strong leadership and communication skills

7. Requirement for Submission of CVs

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TERMS OF REFERENCE – Individual consultant

RG-2428-PROJECT ASSISTANT

1. Background

Since 2010, the Caribbean has evidenced noteworthy success in the coordination of investment promotion initiatives, with increased collaboration and dialogue among the government entities involved in investment promotion in the region. This has been achieved primarily through strategic efforts to strengthen the institutional capacity of Caribbean Association of Investment Promotion Agencies (CAIPA); the establishment and operationalization of a think tank called the Regional Investment Promotion Steering Committee that is charged with the development of a Regional Investment Promotion Strategy (RIPS); and the Caribbean Growth Forum, which seeks to focus attention on 3 areas critical to growth in the region namely, the investment climate, skills and productivity and logistics and connectivity.

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- Haiti – CFI
- Jamaica – JAMPRO, NCC
- Suriname – IDCS and Suriname Business Council
- Trinidad & Tobago – investTTthe Caribbean Development Agency.

CAIPA is leading this initiative seeking to enhance regional integration efforts that are underway in the Caribbean at the level of CARIFORUM (that is CARICOM and the Dominican Republic), with a focus on regional cooperation in the attraction of foreign direct investment.

2. Objective of the Consultancy

Under the overall supervision of the Project Coordinator, the Assistant Project Officer will support the Project Coordinator with the implementation of the activities included in the RG-2428 action plan.

3. Main Activities

The Project Assistant will be responsible for providing administrative assistance in general project implementation and management and day-to-day liaison with the Project coordinator and IPAS counterparts. He/She will provide comprehensive secretarial and administrative support to the Project Coordinator, including drafting correspondence, taking of minutes, arranging for the processing of contracting services, making travel arrangements and related tasks. The Project Assistant carries out his/her functions under the direct supervision of the Project Coordinator. Specifically, the incumbent will:

- Monitor project budget and financial expenditures and their conformity to the work-plan; process direct payments and advance requests and prepare project budget revisions. Liaise with IADB Office on financial and administrative matters and ensure that all administrative and financial transactions are properly carried out according to the requirements of IADB. Produce financial reports; communicate with the HQ of IADB on the financial issues.
- Be responsible for day-to-day project correspondence, information sharing and filing ensuring that appropriate follow-up actions are taken. Assist in preparing evaluation reports, annual project reports, and update projects files. Prepare minutes of project meetings. Prepare all documentation for contract issuance.
- Assist in preparation of CAIPA and national IPAS and international experts missions to the region, render logistic support.
- Collect and analyzes data, prepare and update briefs, records and other documents on project implementation and response. Provide inputs for publication materials and collect information related to the Project.
- Liaise with project counterparts on day-to-day implementation of project activities.
- Perform other duties as determined by the Project Coordinator.

4. Contractual Characteristics

- **Type of consultancy:** National Individual Consultant
- **Contract Duration:** 24 months.
- **Payment:** monthly basis
- **Place of Work:** Barbados

5. Responsible Office and Org. Unit

Under supervision of the Project Coordinator

6. Skills and Qualifications

- Professionalism - Knowledge of the Caribbean situation. Demonstrated ability to manage processes and maintain accurate records.
- Ability to work independently and to maintain flexibility in working hours.
- Planning and Organizing – Demonstrated effective organizational skills and ability to handle work in an efficient and timely manner.
- Demonstrated ability to coordinate tasks to meet deadlines.
- Teamwork – Good interpersonal skills; ability to work in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity.
- Demonstrated ability to develop and maintain effective work relationships with counterparts. Communication
- Ability to write in a clear and concise manner and to communicate effectively orally.
- **Education:** University degree in social sciences, public or business administration or other related area.
- **Work experience:** At least 3 years of administrative assistance experience, of which preferably; experience in providing assistance in project coordination and implementation.

- **Language proficiency:** Fluency in written and spoken English. Spanish and French would be a plus.
- **Other skills:** Computer literacy (Microsoft Office, excel, and Internet) is essential; Familiarity with IADB Financial Regulations and Rules is regarded as an asset.

7. Requirement for Submission of CVs

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DRAFT

SAFEGUARD SCREENING FORM

PROJECT DETAILS	
IDB Sector	TRADE-EXPORT AND INVESTMENT PROMOTION
Type of Operation	Other Lending or Financing Instrument
Additional Operation Details	
Country	REGIONAL
Project Status	
Investment Checklist	Generic Checklist
Team Leader	Umana, Mario Alberto (MARIOU@iadb.org)
Project Title	Support to Foreign Direct Investment Attraction in the Caribbean
Project Number	RG-T2428
Safeguard Screening Assessor(s)	Umana, Mario Alberto (MARIOU@iadb.org)
Assessment Date	2014-03-20

PROJECT CLASSIFICATION SUMMARY		
Project Category: C	Override Rating:	Override Justification:
		Comments:
Conditions/ Recommendations	<ul style="list-style-type: none"> No environmental assessment studies or consultations are required for Category "C" operations. Some Category "C" operations may require specific safeguard or monitoring requirements (Policy Directive B.3). Where relevant, these operations will establish safeguard, or monitoring requirements to address environmental and other risks (social, disaster, cultural, health and safety etc.). The Project Team must send the PP (or equivalent) containing the Environmental and Social Strategy (the requirements for an ESS are described in the Environment Policy Guideline: Directive B.3) as well as the Safeguard Policy Filter and Safeguard Screening Form Reports. 	

SUMMARY OF IMPACTS/RISKS AND POTENTIAL SOLUTIONS	
Identified Impacts/Risks	Potential Solutions

DISASTER RISK SUMMARY	
Disaster Risk Category: Low	
Disaster/ Recommendations	<ul style="list-style-type: none"> No specific Disaster Risk Management is required.

ASSESSOR DETAILS	
Name of person who completed screening:	Umana, Mario Alberto (MARIOU@iadb.org)
Title:	
Date:	2014-03-20

SAFEGUARD POLICY FILTER REPORT

PROJECT DETAILS	
IDB Sector	TRADE-EXPORT AND INVESTMENT PROMOTION
Type of Operation	Other Lending or Financing Instrument
Additional Operation Details	
Investment Checklist	Generic Checklist
Team Leader	Umana, Mario Alberto (MARIOU@iadb.org)
Project Title	Support to Foreign Direct Investment Attraction in the Caribbean
Project Number	RG-T2428
Safeguard Screening Assessor(s)	Umana, Mario Alberto (MARIOU@iadb.org)
Assessment Date	2014-03-20

SAFEGUARD POLICY FILTER RESULTS		
Type of Operation	Technical Cooperation	
Safeguard Policy Items Identified (Yes)	Activities to be financed by the project are in a geographical area and sector exposed to natural hazards* (Type 1 Disaster Risk Scenario).	(B.01) Disaster Risk Management Policy– OP-704
	The operation itself has a potential to exacerbate hazard risk* to human life, property, the environment or the operation itself (Type 2 Disaster Risk Scenario).	(B.01) Disaster Risk Management Policy– OP-704
	The operation is in compliance with environmental, specific women's rights, gender, and indigenous laws and regulations of the country where the operation is being implemented (including national obligations established under ratified Multilateral Environmental Agreements).	(B.02)
	The operation (including associated facilities) is screened and classified according to their potential environmental impacts.	(B.03)
	The Bank will monitor the executing agency/borrower's compliance with all safeguard requirements stipulated in the loan agreement and project operating or credit regulations.	(B.07)

	Suitable safeguard provisions for procurement of goods and services in Bank financed projects may be incorporated into project-specific loan agreements, operating regulations and bidding documents, as appropriate, to ensure environmentally responsible procurement.	(B.17)
Potential Safeguard Policy Items(?)	No potential issues identified	
Recommended Action:	<p>Operation has triggered 1 or more Policy Directives; please refer to appropriate Directive(s). Complete Project Classification Tool. Submit Safeguard Policy Filter Report, PP (or equivalent) and Safeguard Screening Form to ESR.</p> <p>The project triggered the Disaster Risk Management policy (OP-704). A Disaster Risk Assessment (DRA) may be required (see Directive A-2 of the DRM Policy OP-704) in case of high risk, a limited DRA in case of moderate risk. Next, please complete a Disaster Risk Classification along with Impact Classification.</p>	
Additional Comments:		

ASSESSOR DETAILS	
Name of person who completed screening:	Umana, Mario Alberto (MARIOU@iadb.org)
Title:	
Date:	2014-03-20