

TERMS OF REFERENCE

CONSULTANCY: PROJECT REFINERY – PROPOSAL DEVELOPMENT MENTORSHIP PROGRAMME

1. BACKGROUND INFORMATION/RATIONALE

1.1 Relevant background

The Caribbean Export Development Agency (Caribbean Export), under the Regional Private Sector Development Programme III (RPSDP III), is mandated to enhance the competitiveness of Caribbean firms and strengthen private sector development across the CARIFORUM region. A key component of this mandate is investment promotion and facilitation through structured platforms that connect regional enterprises with international capital.

The Caribbean Investment Forum (CIF), launched in 2022, serves as the region's flagship investment marketplace. Since its inception, four (4) editions of the CIF have been convened, progressively strengthening the region's visibility, investor networks, and project screening mechanisms. Over successive cycles, CIF has evolved into a structured investment facilitation platform incorporating defined selection criteria and staged project review processes.

The CIF Call for Projects follows a two-step process: an initial Expression of Interest (EOI) stage, followed by an invitation to submit a full proposal for shortlisted applicants. During the CIF 2025 cycle, approximately one hundred and thirty (130) EOIs were submitted from across CARIFORUM Member States. Following technical review, twenty-four (24) submissions were identified as high-potential concepts aligned with CIF priority sectors and retained within the broader investment pipeline.

While these projects demonstrated innovation and commercial promise, they were not advanced to the full proposal stage due to gaps in investment readiness. Areas requiring strengthening included financial modelling, articulation of funding requirements and deal structure, risk analysis, integration of Environmental, Social, and Governance (ESG) standards, and overall proposal clarity.

This highlights a structural challenge within the regional investment ecosystem: promising concepts often require targeted technical support to bridge the gap between early-stage development and investor-ready presentation.

In response, Caribbean Export has designed the Project Refinery: Proposal Development Mentorship Programme as an upstream intervention to strengthen proposal development capacity and enhance the quality of projects entering future CIF cycles. From the twenty-four (24) pipeline projects identified, the strongest five (5) firms will be competitively selected based on investment potential, sector alignment, demonstrated

growth prospects, readiness to engage in structured technical support, and balanced representation across CIF priority sectors.

The Programme will support firms operating in or aligned with CIF priority sectors, namely:

- Sustainable Agriculture
- Green Economy Transition
- Digital Transformation
- Logistics and Transport

By reinforcing investment readiness across these sectors, the Project Refinery Programme contributes directly to RPSDP III objectives related to SME competitiveness, sustainable growth, and regional economic transformation.

1.2 Contracting Authority

The contracting authority for this assignment is the Caribbean Export Development Agency, and it is funded by the Global Gateway Regional Private Sector Development Programme III.

1.3 Beneficiary Countries

The primary beneficiaries under this project are the private sector in the following territories: Antigua & Barbuda, Bahamas, Barbados, Belize, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent & the Grenadines, Suriname, Trinidad & Tobago.

1.4 Target Groups

This programme will target firms that submitted EOIs under the CIF 2025 Call for Projects but were not invited to proceed to the full proposal stage due to identified gaps in the presentation or structuring of their concepts. Despite these shortcomings, the firms demonstrate clear alignment with CIF priority sectors and show strong potential for further development with targeted support, particularly in refining their project concepts and strengthening their financial structuring.

Projects that have already been selected for investor presentation under CIF are not eligible to participate in this programme.

2. **OBJECTIVE, PURPOSE & EXPECTED RESULTS**

2.1. Overall Objective

To strengthen the investment readiness and proposal development capacity of selected CARIFORUM firms and improve the quality and competitiveness of the regional investment pipeline feeding into future CIF engagement cycles.

2.2. Specific Objective

The Consultant is expected to:

- a. Design and deliver a structured six (6) month online mentorship programme aimed at strengthening the investment readiness of at least five (5) selected firms drawn from the CIF 2025 project pipeline;
- b. Conduct diagnostic assessments to identify technical, financial and structural gaps in each firm's project documentation and investment positioning;
- c. Provide targeted technical guidance in proposal structuring, financial modelling, deal articulation and ESG integration to elevate projects to investor-ready standards;
- d. Support five (5) firms in developing complete, coherent and professionally structured investment proposals aligned with international investor expectations;
- e. Develop or refine multi-year financial projections and investment frameworks that clearly articulate funding requirements, capital structure and expected returns;
- f. Strengthen firms' capacity to communicate their value proposition and investment opportunity through professionally developed investor pitch decks and structured pitch coaching;
- g. Enhance the overall quality and competitiveness of the regional investment pipeline feeding into future CIF engagement cycles;
- h. Provide Caribbean Export with a documented mentorship toolkit and structured framework that can be replicated or scaled in subsequent programme cycles.

2.3. Purpose of consultancy and expected results

The consultancy is expected to deliver at least five (5) investment-ready projects including structured proposals, financial models, and investor pitch decks, supported by a documented mentorship framework that can be replicated in future CIF cycles.

3. **ASSUMPTIONS AND RISKS AND MITIGATION**

3.1. Assumptions

- Selected firms commit to active participation throughout the programme;
- Firms provide timely access to required financial and operational data;
- Adequate time is available to execute the full mentorship cycle.
- Firms are still seeking funding those projects

3.2. Risks

- Limited responsiveness from beneficiary firms;
- Insufficient financial documentation;
- Scheduling constraints across jurisdictions.
- Firms have not been able to continue seeking funding for the project

3.3. Mitigation

- Structured workplan with clear milestones;

- Ongoing coordination between Consultant and Caribbean Export;
- Formal participation commitments from selected firms.

4. SCOPE OF WORK

4.1. Specific Activities

The consultant is expected to deliver the following results:

- Programme Inception and Design:** The Consultant shall commence the assignment with an inception phase, during which a detailed methodology and implementation workplan shall be developed and submitted. The Inception Report shall outline the sequencing of activities, milestones, reporting structure and overall delivery framework for the six (6) month mentorship programme. An orientation session shall be conducted with at least five (5) selected firms to clarify programme objectives, expectations, deliverables and timelines.
- Diagnostic Assessments:** The Consultant shall undertake individual diagnostic assessments of each participating firm, recognising that projects are based on high-level Expressions of Interest (EOIs) and may not yet be fully developed. As such, the diagnostic phase shall focus on concept validation, structuring, and identification of foundational gaps required to develop fully articulated, investment-ready proposals.

The Consultant shall review the original CIF EOI submissions and conduct structured consultations with each firm to clarify the project concept, business model, and intended investment opportunity.

Based on this process, the Consultant shall produce the following outputs for each firm:

- Concept Validation Note (3–5 pages): A concise document outlining the refined project concept, problem/opportunity addressed, proposed solution, preliminary business model, and initial assessment of commercial viability;
- Concept Structuring Canvas (1–2 pages): A structured visual summary of the project, including value proposition, target market, revenue model, key activities, and indicative cost and revenue drivers;
- Preliminary Gap and Risk Identification: A summary of key gaps in information, analysis, and structuring, including missing financial, market, and operational elements, as well as early-stage risks and assumptions requiring validation;
- Investment Readiness Baseline Assessment: A simple qualitative scoring of the project's current level of readiness (e.g. Low / Emerging / Moderate / Advanced) across key dimensions including concept clarity, market potential, financial readiness, and implementation feasibility;

- v. **Proposal Development Roadmap:** A time-bound action plan outlining priority areas for development, required technical inputs, key milestones, and expected outputs over the six (6) month mentorship period;
- vi. **Information and Data Requirements Checklist:** A list of required financial, market, operational, and supporting documentation to be developed or provided by the firm to support proposal development.

These outputs shall establish a baseline against which progress in investment readiness will be tracked throughout the mentorship programme.

- c. **Capacity Building Workshops:** The Consultant shall design and deliver three (3) structured virtual workshops to support participating firms in developing investment-ready proposals. The workshops shall be highly practical, output-oriented, and directly aligned with the development of each firm's project under the mentorship programme.

Each workshop shall include a combination of technical instruction, practical exercises, templates, and real-time application to participating firms' projects. Workshops shall not be delivered as purely theoretical sessions.

The workshops shall cover the following areas:

- i. **Workshop 1: Structuring Bankable Investment Proposals.** This workshop shall focus on transforming early-stage concepts into structured investment proposals. Topics shall include:
 - Defining and articulating the value proposition
 - Structuring the business model and revenue streams
 - Market analysis and competitive positioning
 - Components of a bankable investment proposal (executive summary, project description, market overview, business model)

Expected Output: Each firm produces a structured proposal outline aligned with investor expectations.

- ii. **Workshop 2: Financial Modelling and Investment Structuring**
 This workshop shall focus on developing and articulating the financial and investment components of the project. Topics shall include:
 - Key financial assumptions and revenue drivers
 - Development of multi-year financial projections (minimum three (3) years)
 - Cost structures and profitability analysis
 - Funding requirements and capital structure
 - Introduction to basic investment metrics (e.g. IRR, payback, break-even)

Expected Output: Each firm develops an initial financial model framework and defines its funding requirements.

iii. **Workshop 3: Risk Analysis, ESG Integration and Investor Pitching**

This workshop shall focus on strengthening the overall investment case and preparing firms for investor engagement. Topics shall include:

- Identification and articulation of key project risks and mitigation strategies
- Integration of Environmental, Social and Governance (ESG) considerations
- Structuring the investment narrative
- Development of investor pitch decks
- Effective communication of the investment opportunity

Expected Output: Each firm produces a draft investor pitch deck aligned with its project and financial model.

All workshops shall be delivered virtually and shall include supporting materials such as templates, tools, and guidance documents. Recordings of each session shall be provided to Caribbean Export and participating firms.

The Consultant shall also submit all workshop materials, including presentations, templates, exercises, and any supporting tools, as part of the programme deliverables.

- d. **Technical Coaching and Proposal Development:** The Consultant shall provide structured one-on-one technical coaching to each firm for up to two (2) hours per firm per month over the six (6) month period. Coaching shall focus on refining financial projections, clarifying funding requirements and proposed deal structures, strengthening risk articulation, and improving overall proposal coherence.

Each firm shall be supported in developing a complete investment-ready proposal including an executive summary, project description, market overview, business model, financial projections (minimum three-year horizon), funding requirements, proposed investment structure and key risk considerations, including ESG components. Financial models shall be developed or refined and submitted in editable format.

- e. **Pitch Preparation and Finalisation:** The Consultant shall develop at least five (5) professional investor pitch decks aligned with the final proposals and conduct mock pitch sessions to strengthen delivery and investor communication. At the conclusion of the assignment, the Consultant shall submit five (5) final investment-ready proposals, five (5) investor pitch decks, accompanying financial models, a Mentorship Toolkit comprising templates and guidance materials utilised during the programme, and a Final Programme Report outlining activities undertaken, outcomes achieved and recommendations.

5. PROJECT MANAGEMENT AND REPORTING

5.1. Responsible Body

Caribbean Export Development Agency

5.2. Management Structure

The Executive Director will retain overall responsibility for the project. Day-to-day supervision of this project is the responsibility of the Access to Finance Officer, who will communicate progress to the Head- Technical Programs and the Executive Director.

5.3. Reporting

Reports outlining key activities undertaken, progress made, and results achieved, must be submitted to Ms. Tonya Cummins, Access to Finance Officer at tcummins@carib-export.com copied to Wayne Elliot, Head- Technical Programs at welliott@carib-export.com respectively.

5.4. Deliverables

The following deliverables are expected:

- Inception Report detailing methodology, implementation schedule, monitoring framework and orientation session summary;
- At least Five (5) Diagnostic Assessment Reports and corresponding Proposal Development Roadmaps outlining identified gaps and agreed milestones;
- Delivery of three (3) structured virtual capacity-building workshops, including training materials and tools provided to participants;
- Coaching session summaries that address how the project is developing and the skills acquired by the beneficiary project sponsor.
- Progress tracking logs for participating firms in terms of time and evolution from original proposal;
- At least Five (5) draft investment proposals supported by draft financial models;
- At least Five (5) final investment-ready proposals incorporating:
 - Executive summary;
 - Market and business model overview;
 - Three year financial projections;
 - Funding requirements and proposed investment structure (term sheet ask);
 - Risk analysis and ESG considerations;
- At least Five (5) professional investor pitch decks aligned with final proposals;
- Editable financial models and projections for each participating firm;
- **Mentorship Toolkit**, including investment proposal templates, financial modelling templates, and investor pitch deck templates, accompanied by practical guidance on proposal development, investment structuring, financial projections, ESG integration, risk analysis, and investor presentation, as well as a brief programme delivery guide to support replication in future cycles.
- Final Programme Report summarising activities undertaken, outcomes achieved, key lessons learned and recommendations for future cycles.

6. LOGISTICS AND TIMING

6.1. Commencement date and period of implementation of tasks

This consultancy is expected to start **June 15, 2026**, and end on **November 15, 2026**.

7. PAYMENT TERMS

All services must be completed to the satisfaction of the Agency and payments will be contingent on submission and approval of the progress report and appropriate invoice. Payments will be made in accordance with the terms and conditions outlined in the contract between the contracting authority and the consultant.

The following payment terms are proposed:

- a. **Report 1 – Inception and Diagnostics (20%)**: Upon submission and approval of the Inception Report detailing the methodology, implementation schedule and monitoring framework, together with the five (5) Diagnostic Assessment Reports and corresponding Proposal Development Roadmaps outlining identified gaps and agreed milestones, twenty percent (20%) of the total contract value shall be paid.
- b. **Report 2 – Capacity Building and Draft Development (40%)**: Upon delivery of the three (3) virtual workshops (including submission of training materials), together with coaching session summaries and progress tracking logs, and submission of five (5) draft investment proposals supported by draft financial models, forty percent (40%) of the total contract value shall be paid.
- c. **Report 3 – Final Deliverables and Programme Completion (40%)**: Upon submission and approval of five (5) final investment-ready proposals incorporating executive summaries, market and business model overviews, a minimum of three (3) year financial projections, funding requirements and proposed investment structures, and risk analysis including ESG considerations; five (5) professional investor pitch decks aligned with the final proposals; finalised financial models in editable format for each participating firm; the Mentorship Toolkit; and the Final Programme Report outlining activities undertaken, outcomes achieved and recommendations, forty percent (40%) of the total contract value shall be paid.

8. REQUIREMENTS

8.1. Work Experience

- Over ten (10) years of demonstrated experience in investment advisory, project development, SME capacity building or investment packaging, including preparation or refinement of structured investment proposals intended to attract private or institutional investment.
- Demonstrated experience of over five (5) years in developing or reviewing multi-year financial models and financial projections, including articulation of funding

requirements, capital structure and investor return scenarios. Must provide examples of prior assignments indicating sector, size of project and services provided.

- Demonstrated experience delivering structured training, coaching or mentorship programmes to SMEs or project sponsors. Must provide evidence of managing advisory support to multiple firms within a defined implementation period.
- Experience supporting firms in preparing investor-facing materials, including pitch decks, investment prep or feasibility documentation, will be considered an asset.
- Extensive experience working in or with the Caribbean region, and familiarity with regional investment promotion or private sector development initiatives, would be an asset. Minimum five (5) years preferred. Must indicate relevant jurisdictions and dates of engagement.
- Experience working in at least two (2) of the CIF priority sectors, namely sustainable agriculture, green economy transition, digitalisation of business, or logistics and transportation, will be considered an advantage. Examples of relevant assignments must be provided.

8.2. Required Documentation

The Applicant must submit technical and financial proposals in USD, together with the completed [Applicant Declaration Form](#) and the required forms noted in the RFP, to Mr. Wayne Elliott, Head- Technical Programmes, technicalprogrammes@carib-export.com copied to Ms. Tonya Cummins, Access to Finance Officer at tcummins@carib-export.com with a copy to no later than 11:59 pm AST on **May 22, 2026**.

8.3. Office Accommodation

Office accommodation will not be provided by the Executing Agency

8.4. Facilities to be provided by the Consultant

None

8.5. Equipment

The consultant is expected to utilise his/her resources to ensure the adequate fulfilment of the scope of services. This includes utilisation of his/her camera, computer, telephone services, internet, among others.

8.6. Travel

Not applicable under this contract.

9. REPORTS

9.1. Submission and Approval of Reports

The reports and deliverables noted in Section 5.3 of this Terms of Reference (TOR) must be submitted to the Advisor, Investment Promotion and copy to the Manager, Competitiveness and Export Promotion – both emails listed in section 8.2. All reports

must be submitted in English in electronic format. The Executive Director is responsible for approving the reports.

10. EXCLUSION CRITERIA

Candidates will be excluded from participation in the bidding process if they:

- a. are bankrupt, insolvent, filing for insolvency or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b. are the subject of proceedings for fraud, corruption, a declaration of bankruptcy, for winding-up, for administration by the courts, for an arrangement with creditors or for any similar procedure provided for in national legislation or regulations;
- c. have been convicted of an offence concerning professional conduct by a judgement which has the force of res judicata.
- d. are guilty of grave professional misconduct proven by any means which Caribbean Export can justify;
- e. are guilty of serious misrepresentation in supplying the information required by the contracting authorities as a condition of participation in the procurement process; they have been declared to be in serious breach of contract for failure to comply with obligations in connection with another contract with the same Contracting Authority or another contract financed with Caribbean Export's funds;
- f. are in breach of payment of taxes or social security contributions;
- g. have been convicted or are the subject of proceedings for money laundering, terrorist offences or activities, child labour, human trafficking, being a criminal enterprise in the production of goods and services, or any other irregularity;
- h. are established as or operating as a shell company.

A derogation from the mandatory exclusion clauses provided above, may be provided on an exceptional basis, for overriding reasons to entities operating in the public interest such as public health or protection of the environment.

11. MONITORING AND EVALUATION

The Consultancy will be monitored and evaluated by Caribbean Export over the duration of the project. Performance on the project will be measured by satisfactory completion

and timely submission of the deliverables outlined in Section 5.3 and 4.1, and as outlined within the work plan submitted in the inception report. Feedback, other than acceptance, on each submitted deliverable is not a requirement for the continuation of the project. However, in some instances the Consultant may need to integrate any feedback into the subsequent deliverables. The Contracting Authority will provide feedback to the consultant within ten (10) working days of receipt of the final report.

12. SPECIAL REQUIREMENTS

Any special requirements which the Consultant must take into consideration in the conduct of the Consultancy.

13. PUBLICATION OF INFORMATION

To participate in any activity executed or supported by Caribbean Export, you hereby agree that any information and personal data that you share and is collected by the Agency will be processed for the purpose of reporting the outcomes and impact of your projects and/or participation. Please note that Caribbean Export reserves the right to publish the Contractor's/Participant's name and address, the purpose and nature of the activity, and financial arrangements, in accordance with Caribbean Export's [Personal Data Protection Policy](https://content.carib-export.com/download/personal-data-protection-policy/). (<https://content.carib-export.com/download/personal-data-protection-policy/>) . Derogation from publication of this information may be granted if it could endanger the Contractor/Participant or harm his/her commercial interests.

14. DECLARATION

To participate in any procurement undertaken by Caribbean Export, all applicants must complete and submit to the agency the [Applicant Declaration Form](https://content.carib-export.com/download/applicant-declaration-form/). (<https://content.carib-export.com/download/applicant-declaration-form/>)