

INVITATION TO SUBMIT EXPRESSIONS OF INTEREST TO PROVIDE CONSULTANCY SERVICES

Country: Republic of Colombia

Draft: Program to Support the Diversification and Internationalization of the Colombian Economy

Operation No.: IDB Loan No. 4929/OC-CO

Type of Contract: Consulting services

Purchase No.: IECOL-20-SCC-CF

EXPRESSIONS OF INTEREST—Design, development, and implementation of a strategy to generate investment opportunities that focus on attracting anchor companies, efficiency-seeking investments, and nearshoring and relocation opportunities, as well as designing and developing a strategy to attract sustainable investment, green business opportunities, the circular economy, and the bioeconomy.

On March 9, 2020, the Ministry of Trade, Industry, and Tourism (“MinCIT”) signed Loan Contract No. 4929/OC-CO, “Program to Support the Diversification and Internationalization of the Colombian Economy” (“the Program”) with the Inter-American Development Bank (“the IDB”), the overall objective of which is to contribute to increasing the diversification and internationalization of the Colombian economy to boost the country’s economic growth. The Program is worth a total of USD 24 million, with a five-year disbursement period.

The Program includes two components: Component I, “Promoting Exports of Knowledge-Based Services (KBSs),” and Component II, “Foreign Direct Investment (FDI) Attraction and Facilitation.”

This second component, which is worth USD 10 million, seeks to increase high-efficiency FDI flows through the implementation and use of new tools to expedite procedures and promote and attract investment. Among other things, this component will finance the design and implementation of new tools for promoting and attracting efficiency-seeking FDI and strengthening best practices and investment attraction methodologies within institutions such as MinCIT, ProColombia, and other agencies with ties to the Program.

MinCIT will be responsible for implementing and executing this loan Program, under the supervision of the Deputy Ministry of Foreign Trade and with technical support from ProColombia and Colombia Productiva. To perform these tasks, MinCIT has created a Program Coordination Unit (PCU) to coordinate, plan, and monitor the technical and fiduciary aspects of the Program. The Program will also receive support for procurement and financial management from Fiduciaria Colombiana de Comercio Exterior (Fiducoldex S.A.).

The development and execution of this consultancy project will be overseen by ProColombia, the agency responsible for positioning Colombia globally as an attractive destination for FDI and international

tourism and as a supplier of world-class products and services, contributing to sustainable growth and building the country's reputation for lawfulness, entrepreneurship and equality.

Policy to attract efficiency-seeking FDI

Between 2017 and 2018, MinCIT established policy guidelines that complement the national government's framework policy for FDI attraction. These guidelines are based on findings from different studies and analyses from recent years of how FDI behaves in Colombia. In short, the guidelines seek to focus policy strategically and proactively on attracting FDI with a high impact on productivity.

In developing these guidelines, it was found that the FDI that Colombia has received to date has not been of the most beneficial type. Colombia's apparent weakness when it comes to attracting better-quality FDI has contributed to the country's long-standing problems (or has at least not helped solve these), including the concentration of the export supply, low productivity levels, limited transfers of technology and knowledge, and, broadly speaking, a low rate of participation in global value chains (GVCs).

In response to these findings, MinCIT concluded that there is a need to focus efforts proactively on the express objective of attracting FDI to improve the country's productivity levels. These proactive efforts to attract FDI must go beyond the mere quest for "investment for investment's sake" and instead be understood more clearly as an instrument for achieving a specific development policy objective, namely improving productivity.

To achieve this, MinCIT has decided to create a new policy line, which will center on attracting efficiency-seeking FDI—in other words, FDI that responds to the trend toward fragmenting production to reduce costs by choosing the most competitive operational setting. Investment of this type has the greatest transformative potential because it helps diversify economies and integrate them into GVCs (UNCTAD, 2013). In fact, efficiency-seeking can help production units, sectors, and regions to increase their productivity, generate quality jobs, and grow the value-added of production processes, thus enhancing production sophistication and promoting the development and use of new technologies, among other outcomes. Since this approach is not particularly focused on domestic consumer markets, it is naturally export-oriented and often contributes something new that was not yet being produced locally.

In line with this, the national government has developed a new strategy to promote efficiency-seeking investment in Colombia between 2018 and 2022. This strategy includes plans to better position Colombia as an offshoring destination, which include: making progress on the strategy to offshore global companies in Colombia, so as to leverage its 17 free trade agreements and make the most of the opportunity to become a global export or re-export hub; the "red carpet" and investment facilitation strategy, including a single investment window; adopting additional instruments such as tax and non-tax incentives; and modernizing the export and import system, among other initiatives.¹

¹ The national government's strategy to strengthen efficiency-seeking investment in Colombia is structured around four core areas, which are summarized below: 1) Facilitate the entry of new investors into Colombia; 2) implement incentives to create investment opportunities in the country; 3) promote sectors with potential in different regions of the country, such as tourism and shipbuilding, and 4) open up possibilities for more socially responsible, employment-generating companies seeking to relocate their operations to move their operations to Colombia.

As part of this scheme, in the 2018–2022 National Development Plan, the Colombian Government also proposed to focus its efforts on attracting anchor companies, that is, reliable, high-profile international companies that are major players in their industries and that can attract other investors from along the value chain and/or contribute to positioning the country as a destination for business, investment, and mega-investments (investments in productive chains of over USD 310 million).

Nearshoring and relocation strategy

In the above scenario, given the challenges triggered by the COVID-19 pandemic, the Colombian Government has identified a particularly significant opportunity to attract efficiency-seeking investment during the crisis to help with the economic recovery. This opportunity is the nearshoring or relocation strategy, which seeks to attract the operations of companies with the potential to relocate to Colombia from other countries by promoting opportunities and providing a highly attractive package of measures.

Nearshoring was identified as an opportunity for Colombia² in response to various international circumstances that include the trade war between the United States and China, the restructuring of GVCs and supply chains, the trend toward seeking independence and resilience versus the centralization of value and supply chains in a handful of countries, and political instability in the region.

As international companies diversify their regional chains, Colombia is emerging as a destination with excellent potential for nearshoring and relocation. GVCs are getting shorter in response to the pandemic, which means that large multinationals are seeking suppliers that are closer to their consumer markets. According to UNCTAD's World Investment Report (2020), this process of adaption may bring about the regionalization of supply chains, which would imply a shift from investment in search of global efficiency to investment in search of regional markets. If this is the case, regional cooperation and investment promotion activities will become essential to building regional value chains (RVCs).

Colombia's nearshoring and relocation strategy is made up of two core areas. One of these is a set of policy, normative, and regulatory measures overseen by MinCIT that seek to substantially facilitate the process of doing business in Colombia and investing there, while also promoting efficiency-seeking investments, investments in "anchor companies," mega-investments, and export-oriented and job-creating investments through the strengthening of tax and nontax incentives and the adoption of strategic measures at the regional and sector levels.

The strategy also includes a trade-related area to be spearheaded by ProColombia. This will focus on business, market, sector, and trade intelligence tasks and facilitation at all levels, to establish Colombia as an investment destination for each production sector. It will also identify and aim to attract multinational companies and international companies seeking to expand their operations, in order to present them with value propositions and enable Colombia to receive new investments.

Given that Colombia is made up of different regions, one fundamental aspect of the relocation or nearshoring strategy is to promote regions as investment destinations and to match them with companies seeking to relocate. With support from ProColombia, the countries' different regions will have to work hard to demonstrate and leverage their competitive advantages by designing value propositions, training their human capital, creating their own red carpet strategies or institutional mechanisms to encourage investors to move to the region and remain there, and building on the

² <https://idm.presidencia.gov.co/prensa/Paginas/Oportunidad-del-pais-gracias-al-nearshoring.aspx>

incentives already offered by the national government in order to compete for efficiency-seeking investments.

Finally, investment from private equity funds is increasingly viewed as the optimal alternative financing source for local companies, one that represents added value for companies in comparison with traditional financing mechanisms such as bank loans. Investments from private equity and venture capital funds are known as smart capital because in addition to financing a project or company they also provide know-how and insights into governance, administration, and business management.

To facilitate this kind of investment or strategic alliances to promote Colombian companies, there is a need for structured projects that are ready to be presented to foreign investors and private equity and venture capital funds.

Strategy to attract sustainable FDI and FDI related to green business, the circular economy, and the bioeconomy.

Colombia has the potential and is committed to become a regional leader in attracting sustainable, responsible investment. It has demonstrated this repeatedly in a range of contexts at home and abroad. Indeed, Colombia was a key player in the development of the 2030 Agenda and the Sustainable Development Goals (SDGs) and was the first country to include both of these as a general framework in drafting its National Development Plan for 2014–2018. This initiative was strengthened significantly by the implementation of the National Development Plan for 2018–2020, A Pact for Colombia, A Pact for Equality. This stepped up efforts to comply with the SDGs and devoted an entire chapter to sustainable development—“The Sustainability Pact: producing while conserving and conserving while producing.”

This commitment to sustainability has led to broad understandings of the SDGs emerging in the realm of public policy through a wide variety of legal instruments and political decisions at the national and regional levels. For example, Colombia has included the SDGs in CONPES documents and its Territorial Development Plans. In 2018, the CONPES Strategy for Implementing the SDGs in Colombia was approved, which established a roadmap for each of the agreed goals, including indicators, the bodies that are accountable for them, and the resources required to implement them effectively. The National Development Plan for 2018–2020 established regional pacts that constitute a roadmap for implementation that pursues legality and entrepreneurship in order to achieve equality throughout Colombia. The country also has a green growth policy, the objective of which is to boost productivity and economic competitiveness by 2030, while promoting climate-compatible social inclusion and the sustainable use of natural capital.

In a similar vein, ProColombia has identified a growing demand for potential investors who are already operating in Colombia and are seeking investment projects with sustainability components in every nonextractive production chain. Foreign investors are increasingly interested in finding out more about investment opportunities that include responsibility and sustainability criteria. This points to the need to align investment attraction strategies with investor interests and the country’s advantages and supply.

FDI attraction consultancy project

In this context and given the needs and challenges posed by the current drive toward economic recovery, it is vital that the trade sector—particularly ProColombia, the country’s leading investment

attraction agency—have access to the best available information and market intelligence on sectors of interest for Colombia and more effective methodologies for achieving investment in these sectors.

Consequently, a consulting firm is being sought to advise ProColombia and MinCIT on the design of a strategy to promote and attract efficiency-seeking investment and sustainable investment in a way that ensures that the best practices and methodologies are included within the services and tools that ProColombia currently provides foreign investors, with a focus on generating effective investment leads in sectors that the national government has defined as priorities. This is a four-year consultancy project for which the firm is expected to present a corresponding schedule of activities and a methodology, in keeping with the priorities established by MinCIT and ProColombia.

The following outcomes are being pursued through this consultancy project:

1. Gain a comprehensive understanding of Colombia's competitive positioning within the different economic sectors for the type of investment it is seeking to attract.
2. Create a strategy to identify and segment potential investors for the sectors in question.
3. Through an intense market intelligence work, design, draft, improve, and focus Colombia's value proposals and the specific business cases that are presented to each investor that the country is seeking to attract in the priority sectors.
4. Define each sector's potential based on value propositions, including the potential of each region in Colombia.
5. Identify 400 leads per market/sector per year and provide support for ProColombia to bring investment opportunities with top tier companies to fruition.
6. Strengthen the investment attraction methodologies and practices used by ProColombia, its network of overseas offices, and regional promotion agencies.
7. Identify structured projects seeking investment to drive the growth of Colombian companies through foreign capital.
8. Identify Colombia's advantages as a sustainable investment destination and establish a detailed action plan to position the country within Latin America in this area.

Achieving this will allow MinCIT and ProColombia to focus their efforts on improving Colombia's position as a high-efficiency investment destination and as a nearshoring and relocation option for priority sectors that have a dynamic effect on local value chains in the current international context.

Invitation to submit expressions of interest

MinCIT, acting through Fiducoldex in its capacity as the spokesperson for and administrator of the ProColombia Trust, through which it executes resources from the Program to Support the Diversification and Internationalization of the Colombian Economy, invites eligible consulting firms/organizations to submit expressions of interest to provide services concerning: "The design, development, and implementation of a strategy to generate investment opportunities that focus on attracting anchor companies, efficiency-seeking investments, and nearshoring and relocation opportunities, as well as designing and developing a strategy to attract sustainable investment, green business opportunities, the circular economy, and the bioeconomy." Interested consulting firms/organizations must provide information to demonstrate that they are qualified to provide the services in question by showing completed contracts that prove they have experience with projects similar to the services required in this instance and in similar circumstances, as well as available personnel with the relevant training, among other factors.

Consulting firms/organizations may only express interest individually or as a Joint Participation Consortium or Association (JPCA). For the purposes of drawing up a shortlist, the nationality of the firm will be deemed to be that of the country in which it is legally constituted or incorporated, and in the case of JPCAs, it will be the nationality of the firm that is appointed as representative.

The consulting firm will be selected according to the Quality and Cost-Based Selection method -SBCC method established in Document GN-2350-15, "Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank." The shortlist selection criteria are based on the qualifications and experience the firm must have.

Consulting firms/organizations must submit:

1. A cover letter expressing their interest (Annex 1).
2. A general overview of the firm that describes how it is organized. Maximum length: three (3) single-spaced pages using an 11-point font (Annex 2).
3. Financial statements and notes up to December 31, 2019, signed by the firm's legal representative, accountant, and/or tax inspector with the corresponding report.
4. Firm experience (Annex 3):
 - a. Firms/organizations must attach **a minimum of three (3) and a maximum of five (5) contracts** with public authorities and/or private organizations which legally hired either the firm itself or an association that the firm was one of the main members of, dated after **January 1, 2015**. Each contract should detail which team members were involved and what roles they played.
 - b. The purpose of the contracts in question must be related to **advisory services and programs to generate investment leads and business intelligence to establish, expand, and operate businesses, provide sector-specific and market intelligence, develop and design business cases, carry out sector-specific due diligence, develop strategies to attract, expand, or relocate investments and businesses, and other services related to the purpose of the present contract.**
 - c. In drawing up the shortlist, priority will be given to firms with solid international reputations and experience advising government agencies on developing strategies and developing targeted tools to attract high-efficiency foreign investors and which are in constant contact with foreign investors and investment opportunities.

These contracts must have an execution period of no less than six (6) months and be complete by the date of submission of this expression of interest. The total value of all these contracts must be no less than seven hundred and fifty (750) minimum current monthly legal wages (SMMLV).

NOTE 1: Any information on the firm's experience that exceeds the maximum limit will be disregarded and only the first five (5) experiences listed in Annex 3 will be taken into account.

NOTE 2: If the purpose of the contract is unclear, its scope should be described in detail.

The selected consulting firm must be able to provide the Program Coordination Unit (PCU) all documents proving its experience before the signing of the contract.

For expressions of interest presented by a JPCA, a declaration of consent to form part of the JPCA must be signed by the legal representatives of all organizations that will be party to it.

All documents must be submitted in Spanish. Any documents that are submitted in another language must be accompanied by a translation into Spanish.

DESCRIPTION AND SCOPE OF THE CONSULTANCY PROJECT

Objectives

This is a four-year consultancy project for which the firm is expected to present a corresponding schedule of activities and a methodology, in keeping with the priorities established by MinCIT and ProColombia. The project has the following four objectives:

1. **Get anchor firms,³ firms seeking production efficiency,⁴ and firms seeking to relocate their investments to invest in Colombia.** To achieve this, the consulting firm will: (i) formulate and implement a go-to-market strategy including value propositions that are focused on the needs of this type of investor in ProColombia's priority sectors; (ii) segment and identify at least 1,000 such companies from Asia, North America, Europe, and Latin America with the potential to develop investments in Latin America and the Andean region in particular; (iii) generate or identify at least 400 investment leads per year, that is, concrete opportunities for foreign companies from Asia, North America, Europe, and Latin America that have not yet invested in Colombia; (iv) generate potential leads with these investors and assist ProColombia in developing and building value propositions, strategies, and any other steps necessary to bring these investment opportunities to fruition in Colombia.
2. **Identify structured projects in Colombia** that are eligible for investment from private equity and venture capital funds.
3. **Train the MinCIT, ProColombia, and investment promotion agency (IPA) teams** in methodologies, best practices, and other investment attraction strategies, targeting investments/investors of this type.
4. **Implement a strategy to attract sustainable investment in Colombia.** To this end, the project seeks to (i) analyze global trends and drivers of sustainable FDI⁵; (ii) assess the advantages and weaknesses of Colombia and its regions for attracting investment in these segments, and their competitive positioning; (iii) build value propositions for Colombia to attract this type of investment; (iv) make recommendations to improve Colombia's positioning to attract sustainable investment.

The main activities and deliverables for this consultancy project are outlined below:

1. Go-to-market strategy and investment lead generation program

A. Diagnostic activities and key information gathering

- i. Based on the information ProColombia has already gathered and the studies conducted as part of the Program, analyze priority niches and sectors for attracting high-efficiency FDI to Colombia as per global

³ Investment by reliable, high-profile international companies that are major players in their industries and that are able to attract other investors from along the value chain and/or contribute to positioning the country as a business and investment destination.

⁴ Firms whose motivation for this investment is to reduce comparative production costs and that aim to carry out different activities in the countries in which they are most cost-effective. This motivation is part of a trend toward the fragmentation of production and integration into GVCs. Cost reductions may be due to low local labor costs, proximity to developed economies being targeted as export markets, or fiscal or tax costs, and so on, but they do not depend on the existence of specific natural resources or large consumer markets in the country in which the firms are operating. Investment of this type has the greatest transformative potential because it helps diversify the economy and integrate it into GVCs (UNCTAD, 2013).

⁵ Sustainable FDI seeks to develop green business, clean technologies, and projects in the circular economy or bioeconomy.

investment trends, the flows that Latin America receives, and Colombia's advantages as a destination market.

The variables that should be taken into account include:

- Number of investment cases generated for each sector
 - Geographic location of cases
 - Size of investment
 - Employment generation
 - Technology transfer
 - Impact on exports
 - Impact of Covid-19
 - Relocation of multinationals due to China–USA trade war
- ii. Analyze the investment requirements/drivers for each niche/sector and reach conclusions on these, including how far these match with what the country is offering, including at least the following aspects:
- The country's attractiveness as an investment destination compared to its main competitors, covering potential investors' main activities/needs (production, logistics, sales, etc.) and support services (marketing, after-sales services, accounting, etc.) and other factors that should be taken into account given these drivers.
 - Ascertain the advantages offered by each compared market, such as: incentives (both tax and nontax incentives, legal stability contracts, subsidies, tariff benefits, soft landing packages, plug and play), labor costs, cost of living and operating costs, availability and cost of human talent, according to the determining factors for each sector, with a special focus on those determining nearshore investments or relocation, including a joint analysis of the competitiveness of each compared market as a business destination.
 - Identify the advantages that Colombia's trade agreements offer potential investors in these sectors, with an emphasis on nearshoring or relocation investments and particularly taking the trade promotion agreements between Colombia and the United States and the European Union into account.
 - Training and presentations for ProColombia, MinCIT, and Colombia's IPAs on each of the above points.
- iii. Analyze the impact of the current economic recovery policies and strategies launched by the national government and ascertain the economic and operational impact these would have on investors by also considering the strategies and policies currently being put forward by competitor countries that may impact investments.
- iv. Based on the information documented above, the consulting firm should deliver:
- a. Concrete, possible, achievable recommendations for adapting public policies and key regulations for facilitating high-efficiency investment in the priority niches/sectors so as to make these more attractive, in keeping with the realities of the situation in Colombia.
 - b. Recommendations to improve the business climate in Colombia to make it stand out among its competitors in the race to attract high-efficiency FDI and, specifically, companies with relocation potential.
 - c. Recommendations of good practices used in similar attraction strategies and crisis recovery strategies by other countries (in response to any type of crisis or situation).

B. Identification of investment opportunities

- i. Based on the results of these diagnostic activities, create a matrix that includes the opportunities Colombia has to offer investors in each potential niche/sector, with a focus on:
 - Attracting high-efficiency investments, mega-investments, and anchor firms.
 - Opportunities with the potential for implementing the nearshoring and relocation strategies that Colombia and each of its regions offers.

This should include a methodology for segmenting/identifying opportunities and a workshop to train ProColombia's team in implementing this methodology.

This matrix should include the reasons for which this opportunity was identified, drawing attention to the factors that set Colombia apart from competitors in the niche/sector.

C. Value proposition building activities

- i. Develop a methodology for creating niche/sector-specific value propositions for the country, presenting Colombia's competitive and qualitative advantages over competitor countries, including China and the major Southeast Asian countries, as well as the most relevant competitors of Colombia for investment attraction, with particular emphasis on the investment drivers in the corresponding niche or sector.

This methodology should include country sales tools based on the main variables and drivers for investment for each niche/sector, particularly for anchor firms, mega-investments, and efficiency-seeking investments, which should include at least the following:

- Operational cost savings
 - Tax advantages
 - Economic resilience
 - Access to talent
- ii. Work with ProColombia to create sector-specific profiles and a presentation on Colombia⁶ based on existing material, ensuring these are as substantial, robust, and technically driven as possible, focusing on the determining factors for investment in each sector or subsector, based on the outcomes of the analyses described above. The consulting firm may suggest developing new profiles.

D. Company segmentation

- i. Carry out a detailed segmentation, mapping, and identification exercise for at least 1,000 new companies⁷ per year (for a total of 4,000 over the four-year contract period) with the potential to

⁶ A preliminary sales presentation in PowerPoint format that includes data on macroeconomic factors, logistics, free-trade agreements, the population, regions, sector-specific opportunities, and other such matters.

⁷ The potential investor profile are foreign companies that are not yet operating in Colombia and with which ProColombia has had no prior contact. Generally speaking, these companies will exhibit external changes that point to a desire to expand internationally and a need to identify a location in which to do so (outstanding growth in comparison with the average for the sector, a notable increase in sales to Colombia/Latin America, or a search for a strategic partner in Colombia for more than simply commercial purposes). In any case, and especially if these companies do not have other overseas branches, they should have international

attract investment in Colombia, taking into account the specific needs that motivate nearshoring and relocation and investments by anchor firms and efficiency-seeking investments, distributed per year as follows:

- 200 Latin American companies
 - 250 Asian companies
 - 250 European companies
 - 300 North American companies
- ii. This mapping and segmentation exercise should be submitted each year as a matrix of companies categorized by sector/country/market according to their potential for investing in Colombia, and should include:
- A detailed profile of each company, including its global presence, type of operations, exports, number of employees, areas of operations, major suppliers and competitors, and contact information for the most senior and second-most senior company executives.
 - An intelligence study that includes sector and market intelligence and focuses on companies with plans to expand internationally, regionally, or to Andean countries in the next six years, and which should prioritize companies with the greatest potential for investing in Colombia.
- iii. This segmentation will be reviewed and updated yearly over the four-year contract period. The consulting firm will provide support for ProColombia's investment attraction departments in North America, Latin America, Europe, and Asia in validating the segmented companies. ProColombia's team will be responsible for bringing the investments to fruition, using the tools that are developed through this consultancy project.

E. Activities to generate and identify investment leads: Business case development and support for company outreach

- i. Generate or identify at least 400 investment leads per year, that is, concrete opportunities for foreign companies from Asia, North America, Europe, and Latin America that have not yet invested in Colombia, grouped as follows:
- Asia: 100
 - North America: 100
 - Europe: 100
 - Latin America: 100
- ii. Develop and satisfactorily deliver at least 50 business case-type value propositions each year (research and business analysis) for 50 companies identified as priorities by ProColombia's Vice-Presidency of Investment based on the segmentation described above.
- iii. For the duration of the consultancy project (four years), the consulting firm must provide ProColombia with support in pitching Colombia to companies in the top tier of the segmentation. To achieve this, a contact person from the firm should be appointed at each of the four departments of ProColombia's

reach, be sufficiently large, and have high enough turnover levels and diverse enough sales to be able to expand abroad effectively. Likewise, it should have an overseas investment plan (more specifically, one targeting Colombia or Latin America) that is credible and not based on establishing ties with distributors, sales agents, or commission agents simply to boost sales (which would be in export objective rather than an intention to invest).

Vice-Presidency of Investment, through whom activities, tasks, or initiatives related to the segmented companies and investment leads will be coordinated, along with the suggested value propositions and strategies.

This support will entail expert sector-specific and technical assistance, depending on the chain or sector in question, and will include:

- Appointment of a consultant specializing in the priority sector, niche, or segment, who will be nominated by the contact person at each department.
- Support for and attendance at meetings with the company and partner organizations and Colombian regions, where applicable.
- Design and presentation of a technical value proposition in conjunction with ProColombia and following its guidelines.
- Presentation of proposals or recommendations to the appropriate manager at ProColombia in response to the needs presented by the investor.
- Review and complete where applicable the information sent to the investor by ProColombia.
- Creation of any specialized, sector-specific, or highly technical information required by the investor.

2. Identification of structured projects seeking investment to drive the growth of Colombian companies through foreign capital.

A. Identify and map companies with structured projects seeking investment in the following sectors and that meet the following conditions:

- Agribusiness sector: projects with a minimum investment ticket of USD 200,000.
- Orange economy sector and information and telecommunications technologies: projects with a minimum investment ticket of USD 200,000. Priority will be given to projects with specialized technology-based products or services (creative technologies or information technologies), that have double-digit annual sales growth, and which are globally scalable as technology-based projects that are highly relevant to global markets.
- Tourism infrastructure sector: projects with a minimum investment ticket of USD 5 million.
- Metalworking and other industries: projects with a minimum investment ticket of USD 5 million
- Chemical and life sciences sector: projects with a minimum investment ticket of at least USD 5 million.

The process of identifying and mapping these companies must be carried out in accordance with the guidelines provided by ProColombia and must be updated yearly during the four-year contract.

3. Capacity-building for ProColombia and IPAs⁸

A. Value proposition training

- i. Effective design of highly technical value propositions for each sector, niche, or market. The firm should design and circulate 20 value propositions, with a focus on attracting nearshoring and

⁸ This training should include all 19 investment promotion agencies (IPAs) and modules according to the degree of maturity and needs of each, which will be defined according to MinCIT and ProColombia guidelines, in consultation with the appropriate IPAs.

relocation FDI for the regions and their prioritized sectors, as identified by the consulting firm and ProColombia.

- ii. Investment behavior and drivers by sector and subsector, depending on the niches that are prioritized in the postcrisis period.
- iii. Concrete recommendations and implementation strategies regarding how ProColombia is currently attracting investment, including pessimistic and optimistic outlooks for the short term (1 year), medium term (5 years), and long term (10 years).
- iv. Concrete recommendations and implementation strategies regarding the approaches, strategies, or mechanisms used by Colombian regions, especially those with IPAs, to attract investment.

B. Training for the investment lead generation program

- i. Develop and design a methodology containing the most efficient tools and practices for approaching priority companies, taking into account cultural differences and the specificities of each region (Asia, North America, Europe, and Latin America).
- ii. Develop a model that allows the ProColombia and IPA teams to implement best practices for handling inquiries, scheduling meetings, and following up on telephone and email communications with investors.
- iii. Develop a business etiquette manual for holding online meetings and other types of interaction, taking into account the specifics of the business culture in each market.

4. Strategy for attracting sustainable investment

A. Diagnostic activities and key information gathering

- i. Carry out a benchmarking exercise that includes the following:
 - Analyze global trends in green or sustainable investment flows, identify key niches/sectors/business areas for this type of investment, and ascertain the drivers for investment and transformation in each of them. This analysis should contemplate the definitions or categories used to measure green or sustainable FDI flows and put forward definitions and descriptions that allow investment opportunities to be identified in these business areas in Colombia. The analysis should also identify factors including:
 - o Benchmark countries in Latin America that include sustainable investment in their FDI attraction strategy.
 - o The advantages and limitations of these strategies.
 - o Successful experiences in countries that have generated a robust framework that allowed each sector to become more sophisticated with support from academic establishments.
 - o Countries that have led sustainable public-private partnerships (PPPs), the type of existing PPPs that have been successful, and the criteria used by investors to assess whether such projects are sustainable, and a list of the most advanced, sophisticated countries in terms of sustainability.
 - Map and analyze the policies, regulatory frameworks, and initiatives being developed at the national and regional levels in Colombia to attract investment targeting green or sustainable businesses, including projects seeking to generate positive environmental impacts; provide environmental goods and services; develop clean or low-carbon technologies; promote the SDGs; incorporate better environmental and social practices, life cycle approaches, the low-carbon economy, the bioeconomy, and the circular economy, among other activities that are benchmarks for green or sustainable investment.

- ii. Identify opportunities based on the above analysis: identify and contrast the qualitative and comparative advantages of Colombia and each of its regions with the interests of international or multinational companies and the factors determining the expansion, relocation, or offshoring of their operations in each of the categories or segments in question.

The analysis of advantages at the regional level should acquire data on the region according to the investment drivers identified for the different sectors/niches/business areas. This should enable the following:

- Clearly identify the regions in the country where the sector/niche is more developed.
- Map the general and specific opportunities currently available in the country for attracting more sustainable FDI.
- Design a model of actions or initiatives to be implemented to effectively promote Colombia as a sustainable investment destination.

- iii. Propose a strategy that takes the country's existing policy and regulatory framework into account and allows the Program to leverage the country- or region-specific advantages that have been identified and identify areas where Colombia has potential and could improve its business climate or capacities in order to position itself as a sustainable investment destination in each of the categories or segments in question. This strategy should address the following issues:

- Improvements that can be made to governance and public policy instruments to facilitate and attract investment in sustainable development. The starting point for this analysis should be what the national government has already developed, and it should also propose feasible alternatives.
- Develop a roadmap or model plan to be implemented to enable Colombia to adopt strategies similar to those analyzed in point (i) regarding relevant benchmark countries. This roadmap should include commercial tools that ProColombia can implement in its investment attraction initiatives based on good practices in other countries.

B. Activities to generate investment leads

- i. Segment, map, and identify at least 100 companies per year (for a total of 400 companies) with the potential to attract sustainable investment projects to Colombia in the sectors/niches/business areas in question.
- ii. The mapping and segmentation exercise should include a detailed profile of each company and contact information for the most senior and second-most senior company executives. The segmentation exercise should include an intelligence study containing sector and market intelligence, with a focus on companies with plans to expand internationally, regionally, or to Andean countries.

C. Support activities

- i. Work with ProColombia to create sector-specific profiles and an up-to-date presentation on Colombia based on existing material, ensuring these are as substantial and technically driven as possible, focusing on the drivers for sustainable investment, or for FDI related to green businesses, the circular economy, and the bioeconomy.
- ii. For the duration of the consultancy project (four years), the consulting firm must provide ProColombia with support for pitching Colombia to companies in the top tier of the segmentation.

This support will entail expert sector-specific and technical assistance, depending on the chain or sector in question, and will include:

- Attendance at meetings.
- Design and presentation of a technical value proposition.
- Follow-up on needs presented by the investor.

The results described above should respond to the Program's operational considerations, which have been agreed on in advance by MinCIT, ProColombia, and the PCU and endorsed by the IDB.

3. QUERIES AND FURTHER INFORMATION

Interested parties can obtain more information via email:

adquisicionesbid@fiducoldex.com.co

4. SUBMISSION OF EXPRESSIONS OF INTEREST

Expressions of interest must be submitted exclusively via email, **no later than February 1st of 2021 at 5:00 PM (Bogotá, Colombia)**. Expressions of interest will only be accepted in electronic format. The expression of interest should be addressed to:

PROGRAM COORDINATION UNIT (PCU)

Program to Support the Diversification and Internationalization of the Colombian Economy

Attention: Ana Lucia Noguera

PCU Manager

Email: adquisicionesbid@fiducoldex.com.co

We recommend sending the expression of interest well before the deadline in case any technical issues arise.

Warning: The submission of expressions of interest does not constitute a right for interested parties or an obligation for Fiducoldex, the Ministry of Commerce, Industry, and Tourism, or the IDB to implement a hiring process.

PAOLA ALEJANDRA SANTOS VILLANUEVA

Directora Jurídica Negocios Especiales

FIDUCOLDEX

ANNEX 1

EXPRESSION OF INTEREST AND AFFIDAVIT

[NOTE: If the expression of interest is submitted by a Joint Participation Consortium or Association (JPCA), this affidavit must also be submitted by the representative for each of the entities/firms that make up the JPCA].

City and date

PROGRAM COORDINATION UNIT (PCU)

Program to Support the Diversification and Internationalization of the Colombian Economy

Attention: Ana Lucia Noguera

PCU Manager

Bogotá, Colombia.

PROCESS: IECOL-20-SCC-CF—Design, development, and implementation of a strategy to generate investment opportunities that focus on attracting anchor companies, attracting efficiency-seeking investments and nearshoring and relocation opportunities, as well as designing and developing a strategy to attract sustainable investments, and FDI related to green business opportunities, the circular economy, and the bioeconomy.

On behalf of [NAME OF CONSULTING FIRM OR JPCA, etc.], I declare my intention to participate in this process in accordance with the conditions set forth in this expression of interest.

I also declare that:

- I have full authority to enter into contracts and commitments on behalf of [NAME OF CONSULTING FIRM, JPCA, etc.] as per the attached proof of existence and legal representation.
- Both I as a private individual and the firm I represent, [NAME OF CONSULTING FIRM, JPCA, etc.] are exclusively party to the attached expression of interest.
- I understand that this expression of interest does not constitute an obligation of any sort for MinCIT, ProColombia, Fiducoldex, or the IDB.
- There are no grounds established in the Political Constitution of Colombia, IDB policy, or any other legal provisions that prevent either me as a private individual or [NAME OF CONSULTING FIRM, JPCA, etc.], which I represent, from participating in this process.

We expressly authorize the PCU for IDB Loan No. 4929/OC-CO to verify all information contained therein. I hereby request that all notifications, communication, and information regarding requirements relating to this process be sent to the following address:

Name of Legal Representative:

Firm tax identification number (NIT):

Address:

Telephone:

City:

Country:

Email:

[SIGNATURE OF LEGAL REPRESENTATIVE]

ANNEX 2

INFORMATION AND BACKGROUND ON THE FIRM

Firm name:	
Colombian tax identification number (NIT):	
Address:	
Telephone:	
Email:	
Name of legal representative:	
Availability of staff with relevant knowledge:	
Overall years of experience:	
Years of specific experience with similar projects:	
List of attachments (at this stage only <u>simple copies</u> are requested) (this is an example list):	<ul style="list-style-type: none"> * Leaflets * Brochures * Legal documents (proof of legal existence and legal representation) * Other documents

ANNEX 3

FIRM EXPERIENCE

PROCESS: IECOL-22-SCC-CF: Design, development, and implementation of a strategy to generate investment opportunities that focus on attracting anchor companies, attracting efficiency investments, and nearshoring and relocation opportunities.

Using the format below, please provide information about each of the projects for which your firm was legally hired to provide similar consulting services to those requested in this project, either individually or as one of the main member firms/organizations of an association.

EXPERIENCE (Example 1)

Purpose of contract:	Approximate contract value (expressed in SMMLV as of the signing date):
Team:	Team and roles of those involved in implementing the contract:
Country: Location within the country:	Contract length (months):
Name of contractor:	Address:
Start date (month/year): End date (month/year):	Name of partner consultants, if any:
<p>Brief project description: Include a description of how each segment was addressed and the structure of the work plan (research, go-to-market, lead generation), and the number of companies that were segmented in each period.</p>	
<p>Name, address, telephone number, and email address of a contact person for verification purposes:</p>	
<p>List only those tasks for which the consulting firm [the interested firm] was legally hired by the client individually or as one of the company's partners. Tasks completed by individual experts employed by the consulting firm but who worked on these tasks independently or through other consulting firms/organizations may NOT be presented as relevant experience for the consulting firm, the consulting firm's partners, or subcontractors, but may be included by the experts themselves in their resumes. The consulting firm should be prepared to provide proof of the experience described by submitting copies of relevant documents and references if requested by the client.</p>	

Note: Complete the experience form for all experiences included in the expression of interest.

SUMMARY OF FIRM EXPERIENCE
(Include all experiences mentioned in Annex 3)

Name of contractor:	Purpose of contract:	Contract value (expressed in SMMLV as of the signing date):	Contract length (months):	% share in JPCA (if applicable)