Fact Sheet

Title of the proposed Joint Programme	GREEN, SOCIAL AND GENDER INVESTMENTS FOR SUSTAINABLE DEVELOPMENT IN A POST COVID-19 RECOVERY CONTEXT IN BOLIVIA.
UNCT	Bolivia
Date	Tue, 03/31/2020 - 12:00
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Relevant UNDAF Outcome/s and Output/s

Area 2. Integral development and Plural economy.
Outcome 2.1 Strengthened productive systems that are sustainable, resilient, inclusive and equitable, that guarantee food and nutritional security and sovereignty, based on decent work, technological development, and strengthening of a plural economy, conserving and improving the functions of Mother Earth: water, soil, forests, and biodiversity, in the context of the living systems
Country Program Document for the Plurinational State of Bolivia (2018-2022)

Strategic plan outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.
Output 2.1. Risk reduction and climate adaptation actions are part of the planning and investment decisions of national and subnational governments

Relevant objective/s from national strategic document/s

Pillar 5: Community and financial sovereignty
Pillar 6: Productive sovereignty with diversification
Pillar 7: Sovereignty over our natural resources
Pillar 8: Food sovereignty
Pillar 9: Environmental sovereignty with comprehensive development.

SDG targets on which the progress will be accelerated (includes targets from a range of SDGs and development pillars)

Goal 1: End Poverty	
Goal 2: Zero Hunger	2.3 2.4 2.a 2.c
Goal 3: Good Health and Well-Being	3.8
Goal 4: Quality Education	4.7
Goal 5: Gender Equality	5.1 5.4 5.a 5.b
Goal 6: Clean Water and Sanitation	6.4 6.5 6.6 6.a 6.b
Goal 7: Affordable and Clean Energy	7.2

	7.3 7.b
Goal 8: Decent Work and Economic Growth	8.2 8.3 8.4 8.8 8.10
Goal 9: Industry, Innovation and Infrastructure	9.1 9.2 9.3 9.b
Goal 10: Reduced Inequalities	10.2 10.5 10.b
Goal 11: Sustainable Cities and Communities	11.6 11.a
Goal 12: Responsible Production and Consumption	12.1 12.2 12.4 12.5 12.6
Goal 13: Climate Action	13.1 13.a
Goal 14: Life Below Water	
Goal 15: Life On Land	15.1 15.a
Goal 16: Peace, Justice and Strong Institutions	
Goal 17: Partnerships for the Goals	

Self-Assessment

The proposal reflects the integrated nature of the SDGs	Yes
The proposal is based on an inter-agency approach (two or more UN entities involved), with RC coordinating Joint Programme preparation and implementation	Yes
The proposed results are part of the UNDAF and aligned with national SDG priorities	Yes
The proposed Joint Programme will be led by government and include key national stakeholders	Yes
The proposal is based on country level consultations, as explained in the Concept note, and endorsed by the government (the letter of endorsement)	Yes
The proposal is based on the standard template for Concept Notes, it is complete, and it includes: • **Theory of Change demonstrating contribution to SDG acceleration and transformation to implement the 2030 Agenda and awareness of relevant financial policy efforts at regional or national level,** • **Results-oriented partnerships, including a strategy to engage and partner with IFIs/MDBs,** • **“Quick wins” and substantive outcome-level results, and** • **Initial risk assessment and mitigation measures.**	Yes
The proposal is expected to leverage resources for the SDGs at scale	Yes

Proposal for Joint Programme

1. Summary of the Joint Programme

Promotion of the 2030 Agenda and accelerating the achievement of the Sustainable Development Goals (SDGs) in Bolivia requires SDG-aligned capital above and beyond what is provided by the public sector. The JP, comprising UN Development Programme (UNDP), UN Entity for Gender Equality and the Empowerment of Women (UN Women), International Labour Organization (ILO) and UN Capital Development Fund (UNCDF), proposes to design finance solutions and deliver technical assistance (TA) in the areas of environment, labour, gender equality and post-COVID19 recovery in order to leverage public and private investment, gradually align financial markets with the SDGs and national priorities, and improve the performance and impact of public and private sector investment.

While the country will suffer from the effects of COVID19, the JP will match the general objectives of the SDG Fund with actions for the recovery and adaptation of Bolivians towards new types of risks. Significant segments of the Bolivian population are vulnerable to the effects of climate change, gender inequality, the informal labour market and, more recently, to epidemics such us COVID19. The lack of access to the financial system as well as to quality TA amplifies its vulnerability. Existing TA programs led by UN agencies have not found a vehicle to systematically scale up, expand and institutionalize approach and tools towards the public sector, Business Development Services (BDS) providers and financial institutions (FI). Financial sector institutions lack capacity and tools to include environmental, labor and gender inclusion standards and to enhance their outreach and have shown slow uptake to develop new financial services technologies and products to face economic downturn after systemic crises such as COVID19.

The JP is currently participating in the design of a Multi-Impact Investment Fund (MIF) administered by Capital SAFI , and proposes the creation of a complementary post-COVID19 recovery TA Fund, SDG Grant Fund, a Guarantee Fund, and complimentary private investments. Expected results are: i) Bolivian public sector agencies and FIs are aligned with the country's the SDGs and a post-crisis recovery plan, leverage new multi-impact investments and post-COVID19 recovery funds (national and/or international), and expand coverage of a multi-sectoral TA; ii) Bolivian financial sector and public agencies gradually and systematically integrate high SDG-aligned post-COVID19 actions with environmental, health, labour and gender equality standards in placement of funds; and, iii) Grant funds, guarantees and TA delivered through the financial system, FinTechs and BDS providers integrate and articulate tools shared by each JP agency.

2. Thesis and theory of change of the Joint Programme

Bolivia has a stable financial system but has several limitations, including misaligned incentives and regulations, limited awareness of investment ready sectors, low financial inclusion, high transaction costs, low FinTech and lack of guarantee schemes for new segments, now exacerbated by the growing risk that will result from the COVID19 crisis. Experience shows that disasters generate stress in the financial sector, especially when the business sector is uncompetitive, unproductive, with gender gaps and de-linked markets. The UN's integrated response recognizes the need to address the COVID19 crisis as a new risk, as are climate change and environmental degradation. In addressing these risks the JP will create a program of financial and non-financial services to help in the recovery efforts and to catalyze private and public funds through USD 160 million Capital SAFI's Multi-Impact Fund, and other complementary funds from UNCDF. This accelerates progress on SDGs 2,3,4,5,6,7,8,9,10,11,12,13 and 15.

The JP will create a SDG-funded TA to deliver TA tools to FIs, BDS providers and companies to adapt and/or recover from the post-COVID19 crisis, increase productivity, innovation, access to differentiated markets, introduce good environmental and health practices, increase climate resilience and resource efficiency, improve quality of jobs, and introduce gender safeguards and women's economic empowerment. To promote financial inclusion TA will be enforced by low value grants addressed to Financial Services Providers (FSP) and BDS providers to promote digital financial services (DFS) ecosystems, green business, gender safeguards and decent work in post-COVID19 scenario. A Guarantee Fund will increase flexibility and liquidity to actors by providing financial services (soft loans, grants, investments, guarantees) to most vulnerable sectors and increase FI coverage and post-COVID19 recovery efforts.

The articulation of the multi-approach TA delivered through the financial and non-financial sector will result in an adapted post-COVID19 ecosystem, fertile backdrop for innovations and attracting recovery and impact investment capital flows, which the country has not previously seen in spite of the presence of a mature financial system. Bolivia's public sector support and leadership is vital to defining recovery and investment priorities (UNDAF-Complimentary Framework for Well Living in Bolivia 2018-2022) and identifying where there is greatest interest in reporting SDG-aligned impacts and leveraging public funding with same criteria and standards aligned with SDGs.

To measure impacts the JP will assist Capital SAFI, FI, and companies to design the Monitoring, Report and Verification (MRV) system through analyzing gaps, and providing training to develop Key Impact Indicators (KII) in accordance to Environmental, Social and Governance (ESG) criteria, GRI Sustainability Reporting Standards and SDG goals.

The corresponding causal chain is explained by four main steps: i) JP will establish high quality, multi-approach technical assistance to improve financial and non-financial services; including digital financial services, that will ensure the groundwork for ii) attraction of multiple private and public national/international capital flows in accordance with the government's post-COVID19 recovery priorities, where the iii) MRV assessment can report qualitative changes and positive impacts, iv) and where partners that show potential of scalability and sustainability, JP can catalyze future additional support .

3. What are the expected results of the proposed Joint Programme?

The Bolivian public, financial and non-financial sectors are aligned with the country's post-COVID19 recovery priorities, the SDGs (long-term), leverage recovery funds and new multi-impact investments (quick win), and scale multi-sectoral TA (medium-term). The Multi-Impact Fund will be administered by Capital SAFI, and has the potential to: i) leverage other national/international investors, multilateral development bank and multilateral fund investments, such as: Pension Fund Managers (AFPs), BID Invest, CAF, IFC, and ii) replicate the standards to other Asset Fund Managers in Bolivia. Financial intermediaries and BDS providers will undertake scaling-up and expansion of TA coverage, where MFI, and DFIs need to increase its urban-rural penetration and innovations for the post COVID19 recovery. UNDAF's CF-BOLIVIA "…defines an Integral development and Plural economy (Area 2), through strengthened productive systems that are sustainable, resilient, inclusive and equitable…" (Outcome 2.1). And CPF "…defines growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (outcome 1) and risk reduction and climate adaptation actions… (Output 2.1)".

Financial and public sectors in Bolivia gradually incorporate post-COVID19 recovery actions, SDG-aligned high standards in the areas of environment, labour, gender equality and women's empowerment in placing funds (medium/long-term). The JP aims to integrate investment due diligence processes criteria, according to the triple bottom line, with a particular focus on decent work, gender equality outcomes and environmental criteria. To enable the effective integration of related Key Performance Indicators (KPI), JP will support Capital SAFI through TA, creating a mechanism to adequately monitor the indicators at the fund and industry levels.

TA delivered through the financial and non-financial system integrates its tools shared by each JP agency (medium/long-term). The JP will deliver technical advising to prioritized FIs, companies and BDS providers to implement the following: gender safeguards, Environment, Social and Government criteria (ESG), international labour standards, business management training, productivity and competitiveness training and coaching, and financial education, and digitization post-COVID19 cash transfers (G2P), adaptation of FI to the new post-disaster environment, to guarantee impacts on financial inclusion, gender equality, safe and violence-free work spaces, mitigation of environmental and social impacts, and business productivity growth, all with the scope of post-COVID19 recovery actions. After the implementation ends, the TA Fund could continue delivering tools with funds recovered from the Guarantee Fund, returns from the Grant Fund, other bilateral cooperation, and JP co-finance to guarantee sustainability over the years.

4. Describe the innovative nature of the Joint Programme

Bolivia is home to diverse Investment Funds Administrators attracting investors in a “business as usual” scenario. The innovations relies on Capital SAF’s challenge to align its investment attraction with 13 out of 17 SGDs, and to tackle FIs difficulties offering quality non-financial services through a JP that will i) run Market System Approach (MSA) value chain studies to identify the impacts of the COVID19 crisis, barriers and market constraints and address tailor made improvement at sector and FIs levels, ii) articulate financial and non-financial services to the post-COVID19 scenario, iii) co-create an MRV System, and iv) create synergies between SDG-aligned public and private funding.

There is a unique opportunity to link the Multi-Impact Fund administered by Capital SAFI with the creation of an SDG-funded TA, Guarantee and Low Grants Funds. Through investments in the FIs and companies Capital SAFI aims to actively participate in generating a virtuous cycle that promotes recovery and SDG-aligned competitive, responsible and sustainable businesses. As such, creation of the TA Fund builds a complementary mechanism, and adds value where the FIs, BDS providers and Capital SAFI need technical knowledge of tool development in the areas of environment, health, labour and gender. FIs and BDS providers constitute a vehicle by which the TA provided by the JP can be scaled-up.

An Innovation Laboratory to promote the development of Digital Financial Services for post-COVID19 scenario, SDG ecosystems for financial and economic inclusion. Creation of two complementary funds: SDG recovery Grant Fund to enhance competition from local FinTechs, FI and co-invest in the development of innovations. The grant fund will be supported by actions to provide policy and regulation training to DFS working groups, national authorities, financial services providers (FSP), mobile network operators (MNO) and FinTechs, and to provide technical assistance for product development. For partners that show potential of scalability, additional support with an “Investment Continuum” approach can be catalysed from a third-party managed blended finance vehicle, to reinforce and leverage Capital SAFI Multi-Impact Fund (ticket size bridges between Capital SAFI and UNCDF). A Guarantee Fund will increase flexibility and liquidity of FIs by providing financial services (soft loans, grants, investments, guarantees) to most vulnerable sectors, identified by government recovery priorities and potential increased FIs coverage to tackle public health risks, climate change risk, gender inequality and labour market informality. Returns from this fund could be re-allocated to expand coverage and guarantee sustainability.

5. Expected added value of the UN and the Joint SDG Fund

The JP has a unique opportunity to foster digital financial inclusion of the unbanked, build long-term relationships and trust with investors and FIs, engage on a continuing basis with policymakers and private sector, and facilitate dialogue among them through a new multi-sectoral post-COVID19 recovery SDG-aligned TA never delivered before in Bolivia.

UNDP is the primary actor on climate change in the United Nations. Its approach will lead the relationship with government, in terms of new post-COVID19 scenario and national priorities, the environmental agenda through its portfolio related to the TA fund, the administration of the Guarantee Fund and supporting government entities impact verification (MRV).

UNCDF and UNDP will seek to strengthen the systems and relationships among the various financial market and sector stakeholders and will work with current players to de-risk their business models. UNCDF will also lead the innovation laboratory for financial inclusion and digital financial services.

The ILO will support the development of adapted financial and non-financial new products, post-COVID19 efforts promoting resilience of local companies using the Business Continuity approach to supports enterprise to prepare and adapt to complex and adverse situations. Will provide orientation to Capital SAFI and FIs on innovative sectors for investment based on value chain studies, and co-create the MRV. It will also add its close relation with the private sector through its strategic ally and its constituent CEPB. .

UN Women will generate research to understand the impacts of COVID19 on women-lead SME to help design specific financial products considering the needs of women entrepreneurs and companies led by women, develop tools to incorporate the gender approach, and raise awareness and promote the reduction of barriers that affect women’s access to finance.

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6. Leadership and implementation of the Joint Programme

• UNDP will lead the JP through its relation with Capital SAFI (Implementation of the UNDP 18 SDG-standards for Private Equity Funds), ASFI, Ministry of Economics and Finance (MEF), and the environmental agenda through its project portfolio and national priorities post COVID19 crisis scenario. Will develop environmental criteria and MRV KII, and support articulation between the Guarantee Fund and financial inclusion strategy.

• ILO will lead the articulation of the JP TA. Will integrate labour related KPIs in MRV, creation of a sustainable system of TA to FIs and BDS providers, linked to financial services, coaching on sector/VC selection and investment readiness and strengthening of business continuity strategies.

• JP will assist Capital SAFI, FI, BDS providers and companies on MRV design providing tools to develop KII. ILO and UNDP will lead the articulation of JP on technical approaches in accordance to Environmental, Social and Governance (ESG) criteria, GRI Sustainability Reporting Standards and SDG.

• UNCDF will lead the Innovation Laboratory to develop FinTech and tailor-made post-COVID19 recovery financial products. Will organize DFS working groups with national authorities, FSP, MNO and FinTech’s to provide policy and regulation training. Support studies to identify the impacts of COVID19 in the financial sector. Mobilize additional funding.

• UN Women will provide technical advising to financial institutions to design and implement gender safeguards in granting loans. Will support the gender analysis on the impacts of COVID 19 and the design of financial responses tailored to the needs of women entrepreneurs who have been affected by the emergency.

• Capital SAFI will manage the Multi-Impact Fund and lead the leveraging of private and public investment. JP will guarantee SDG alignment.

• Government: The MEF will address TA to national priorities in accordance to SDG goals and post COVID19 crisis scenario.

7. Expected period of implementation

The implementation period is four years. The JP will fuel efforts in the first year to build multi-sector tools, MRV system base scenario, round table and DFS workgroups. The Guarantee and recovery Grant Funds will be structured and low grants call published. This design period includes coordination between the JP, FIs and BDS and Capital SAFI. The second year will be focused on institutionalization of the TA in the form of: check lists, safeguards or Environmental, Social and Government Criteria (ESG) in FI systems and first grants cycle placed. The third year new financial products and technologies services will be delivered. By the fourth year the first MRV report with KPI&KII (based on SDG targets and investor requirements) will be released.

Milestones:
• First year: base scenario, multi-sectoral TA tools, DFS workgroups, Guarantee Fund available in the financial inclusion market, small grants call (quick wins).
• Second year: Tailor made tools for safeguards and ESG criteria for FIs.
• Third year: Medium term SDG-linked KPI on TA at first FI portfolio and government-prioritized projects.
• Fourth year: First Report on MRV System, KII report on government-prioritized territories and FI projects portfolio evaluation.

8. Cost, co-funding, and co-financing of Joint Programme

The JP is requesting USD 10 million from the SDG Fund. This amount will be distributed as follows:
• TA Fund: USD 5 million
• Guarantee Fund: USD 2.5 million
• Recovery Grant Fund: USD 1 million
• Administrative costs: USD 1.4 million.

The overall cost of implementation could reach approximately USD200 million, from which co-finance and funds leveraged will be distributed as follows:

Co-finance:
• USD 10 million from UNDP’s environmental portfolio (2021-2022).
• USD 22 million in the pipeline with the Adaptation Fund and GEF, for UNDP’S projects that will initiate in 2021.
• USD 4.65 million will be implemented until 2024 through the ILO portfolio to support the strengthening of national policy frameworks and business environments conducive to employment generation, decent work and the promotion of productive development.
• USD 6.8 million from UN Women Programme in Strengthening women's business capacity with the support of local gender-responsive normative framework that will be implemented during 2021-2025.
• UNCDF could leverage funds from third party private investors that will complement with Capital SAFI Multi-Impact Fund and the

UNCDF Investment Continuum Fund by the third or four year of the implementation and beyond. These investments will go to the most promising innovations funded by the action, in terms of scalability and sustainability opportunities

Leverage:
• USD 160 million from Capital SAFI Multi-Impact Fund. From which USD 80 million could come from the Pension Fund Managers (AFP), and other USD 80 million from BID Invest and other Multilateral fund, and private Bolivian companies.
• Capital SAFI will progressively and proportionally inject funds to TA Fund for a period of ten years.

The percentage of the total amount requested from the Joint SDG Fund represents 5% of the total amount that could be catalyzed through Capital SAFI Multi-impact Fund and parallel financing of UN agencies' programs and projects, regarding related TA and co-funding the implementation costs of articulation, design and co-construction of a multi-sectoral TA and MRV system, meeting organization, task force and round tables, workshops and training of all private and public stakeholders involved.

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9. Risk assessment

• Public health risks: Evidence: COVID19 is not a conjunctural event but a risk that could be repeated in further flu seasons, whether if it's a pandemic or an epidemic. Main institutional risk: businesses will suffer from lack of liquidity to continue operations, innovations and grow. Mitigation: The JP will promote that the financial system (public and private) includes in its risk analysis the variable "epidemic" considering it's immediate effects on the daily economy of the most vulnerable, and the necessity to build "contingency lines" to foster possible future public health and economic crisis.

• Catalytic and leverage function. Assumption: Political, economic and social country stability is a contextual factor and a trustworthiness image for private capital flow into the country. Main contextual risk: Public health crisis, plus the national political and social scenario is disrupted and government authorities send messages that could block capital flows (likelihood: likely). Mitigation: UNDP and UNWOMEN accompany the post-COVID19 recovery efforts, the electoral process, the government national agenda process of planning at different levels and sectors (all agencies), and commitment to the SDG agenda.

• SDG-aligned TA delivered trough financial and non-financial institutions. Assumption: Sustainable Finance Roundtable and Task forces have the capability to engage private and public partners and lead a committed and effective new agenda, constantly aligning financial and non-financial institutions to the SDGs. Main institutional risk: Post-COVID19 scenario changes the FSP's priorities, FIs and non-financial institutions don't integrate SDG standards or they do it only for the period of implementation rather than into their own system portfolio placement (likelihood: possible in some FI and BDS providers). Mitigation: Recovery tools and guides created and provided trough JP will be conditioned for funding from Capital SAFI placement. ESG standard (environmental, gender and labour) are usually integrated trough FIs system of funds allocation to avoid short-term commitments.

• JP Technical Assistance integration: Assumption: Task forces created to articulate and integrate different UN agencies approaches have the capability to deliver newell aligned tools and guides to secure an effective and sustainable TA. Main programmatic risk: JP cannot deliver multi-sectoral TA and remain disconnected. Tools and guides, rather than articulate TA, duplicate and drive confusion to stakeholders (likelihood: unlikely). Mitigation: In order to safeguard UN principles and reputation, JP will use a comprehensive Conflict and Development Analysis (CDA) tool to guide JP in conducting conflict analysis and applying the analysis to programming and strategic positioning.

10. Convening the private sector and engaging IFIs/DFIs

UNDP has already convened financial sector players gathered around its associations. FINRURAL, representing the Development Financial Institutions, and ASOFIN, representing the Microfinance Institutions, are engaged and disposed to align their objectives to the acceleration of SDGs.

UNDP is also working on including ASOBAN, representing the private bank association, to engage this sector in the pursuit of environmental or social impacts, which took some steps to promote entrepreneurship, women-led businesses, and the provision of business development services to increase productivity and formality.

Capital SAFI can engage with the private sector (big and medium companies). These companies could be both recipients of TA (with a just and proportionate co-funding from the TA Fund, i.e. 80/20), and financial investors on this new initiative. Capital flow from Pension Fund Managers, the largest mixed private and public investors in Bolivia, could also be mobilized.

UNDP is supporting the establishment of a Sustainable Finance Roundtable in Bolivia, which convenes ASOBAN, Global Compact, Capital SAFI, CEPB (Confederation of Private Enterprises of Bolivia), FINRURAL, ASOFIN, ASFI and government representatives (i.e. Ministries of Economics and Finance, and Development Planning), other asset fund managers (SAFI), other financial services providers (i.e. leasing companies), and the stock exchange sector.

11. Leverage and catalytic function

The most important expected leverage of private funds is USD 160 million from Capital SAFI Multi-Impact Fund. From which USD 80 million could come from the Bolivian Pension Fund Managers (AFP). The strategic alliance between UNDP and Capital SAFI have the potential to trigger the mobilization of additional resources to achieve other USD 80 million from BID Invest (under negotiation) or other Multilateral fund, private impact funds and/or private Bolivian companies.

Capital SAFI has around 50% of total Assets Under Management (AUM) in private debt with 51% with solid credit risk profile, making it the biggest asset manager in Bolivia offering innovative financial products of added value and social impact seeking attractive returns for their investors. Since 2011, they manage USD 430 millions trough 4 funds: i) SEMBRAR Micro Capital FIC, ii) SEMBRAR Foods FIC, iii) SEMBRAR Productive FIC, iv) SEMBRAR Exporter FIC. The current design of the Multi-Impact Fund is aligned with 12 out of 17 SDG, and its main objectives are: improve productivity, increase access to markets, increase added value in industries, promote greater private investment with gender equality approach, adopt clean technologies, resource efficiency, waste management and GHG emission reduction.

For TA and recovery Grant projects to partners that show potential of scalability and sustainability, UNCDF can leverage additional support with an “Investment Continuum” approach by the third or four year of the implementation and beyond, where it uses its programmatic work, TA and concessional funding from its own balance-sheet to make them “investable”; to avoid an “investment disconnect” and provide larger ticket sizes on a semi-commercial basis; (investment on a bridge amount to reach out the minims from

Capital SAFI).

This implementation design has the capacity to support a private initiative Multi-impact Fund that is currently under construction and ASFI's approval phase, so its sustainability and scalability could be assured considering the results and performance of the other four funds managed by Capital SAFI. Replication could also be delivered since this proposal implies work at the authority level (Ministries, ASFI, public banking BDP) whom have the potential to invest their 50% in public debt with SDG-aligned objectives, assess by a MRV system guided by the JP. The Sustainable Finance Roundtable and other taskforces created are also key stakeholders to guarantee sustainability.

12. Technical support and seed funding

The JP will need the following technical and financial support to finalize the full proposal:

• Selection of strategic value chains for post-disaster recovery (including investment opportunities studies) with potential SDG multi-impact (USD 30,000).
• Base line studies for 13 selected SDG indicators (USD 50,000).
• Guarantee Fund and its main financial products structuring (USD 20,000).

Signatures

Signed Signature Form

Signature Page SDG Fund_20 REV LC.pdf 434.3 KB

Government Endorsement

Letter of Endorsement

Nota endoso_JP_Ministro de Trabajo.pdf 3.29 MB