August 25th, 2022

Request for Quotation (RFQ) for Services

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| --- | --- |
| RFQ Title: | **The Beneficiaries Task Force - Subcontractor for data collection and assessment services.** |
| RFQ Issue Date: | 26/08/2022 |
| Terms of Reference / Specifications: | The services to be delivered are detailed in the attached schedule |
| Project | P4F-0801 The Beneficiaries Task Force (2022) |
| The Company | Palladium: Make it Possible, Brazil. |
| Jurisdiction | Brazil |
| Closing Date and Time | 14/10/2022, 6 pm BRT |
| Contact Person | Isabella Granero |
| Validity Period | Proposals must be valid for at least 60 days from the date of submission. |
| Details for Submission | Proposals must be submitted via email to isabella.granero@partnershipsforforests.com, with the subject “Proposal The Beneficiaries Tak Force” |

Thank you for your interest in the above procurement. As the implementer of the Partnerships for Forest programme, the Company invites you to submit a quote for the Services listed below. Your quote will be valid for the Validity Period.

Please forward your quote in accordance with the Details for Submission above by the Closing Date and Time.

I look forward to your response. If you have any queries, please do not hesitate to contact me on +55 11 97200-1110 or by e-mail Isabella.granero@partnershipsforforests.com.

Yours sincerely,

Isabella Granero

Terms and conditions

1. **Quote Conditions**

By submitting a quote, potential suppliers are bound by these terms and conditions. Potential suppliers must submit offers with all details provided in English and with prices quoted in a single currency.

1. **Quote Lodgement**

The Companymay grant extensions to the Closing Time at its discretion. The Company will not consider any quotes received after the Closing Time specified in the RFQunless the Company determines to do so otherwise at its sole discretion.

1. **Evaluation**

The Company may review all quotes to confirm compliance with this RFQ and to determine the best quote in the circumstances.

1. **Alterations**

The Company may decline to consider a quote in which there are alterations, erasures, illegibility, ambiguity or incomplete details.

1. **The Company’s Rights**

The Company may, at its discretion, discontinue the RFQ; decline to accept any quote; terminate, extend or vary its selection process; decline to issue any contract; seek information or negotiate with any potential supplier that has not been invited to submit a Quote; satisfy its requirement separately from the RFQ process; terminate negotiations at any time and commence negotiations with any other potential supplier; evaluate quotes as the Company sees appropriate (including with reference to information provided by the prospective supplier or from a third party); and negotiate with any one or more potential suppliers.

1. **Amendments and Queries**

The Company may amend, or clarify any aspect of the RFQ prior to the RFQ Closing Time by issuing an amendment to the RFQ in the same manner as the original RFQ was distributed. Such amendments or clarifications will, as far as is practicable be issued simultaneously to all parties.

Any queries regarding this RFQ should be directed to the Contact Person identified on the cover page of this RFQ.

1. **Clarification**

The Company may, at any time prior to execution of a contract, seek clarification or additional information from, and enter into discussions and negotiations with, any or all potential suppliers in relation to their quotes. In doing so, the Company will not allow any potential supplier to substantially tailor or amend their quote.

1. **Confidentiality**

In their quote, potential suppliers must identify any aspects of their quote that they consider should be kept confidential, with reasons. Potential suppliers should note that the Company will only agree to treat information as confidential in cases that it considers appropriate. In the absence of such an agreement, potential suppliers acknowledge that the Company has the right to disclose the information contained in their quote.

The potential supplier acknowledges that in the course of this RFQ, it may become acquainted with or have access to the Company’s Confidential Information (including the existence and terms of this RFQ and the TOR). It agrees to maintain the confidence of the Confidential Information and to prevent its unauthorised disclosure to any other person. If the potential supplier is required to disclose Confidential Information due to a relevant law or legal proceedings, it will provide reasonable notice of such disclosure to the Company. The parties agree that this obligation applies during the RFQ and after the completion of the process.

1. **Alternatives**

Potential suppliers may submit quotes for alternative methods of addressing the Company’s requirement described in the RFQ where the option to do so was stated in the RFQ or agreed in writing with the Company prior to the RFQ Closing Time. Potential suppliers are responsible for providing a sufficient level of detail about the alternative solution to enable its evaluation.

1. **Reference Material**

If the RFQ references any other materials including, but not limited to, reports, plans, drawings, samples or other reference material, the potential supplier is responsible for obtaining the referenced material and considering it in framing their quote. And provide it to the Company upon request.

1. **Price Basis**

Prices quoted must be provided as a fixed maximum price and show the tax exclusive price, the tax component and the tax inclusive price.

The contract price, which must include any and all taxes, supplier charges and costs, will be the maximum price payable by the Company for the Goods and/or Services.

1. **Financial information**

If requested by the Company, potential suppliers must be able to demonstrate their financial stability and ability to remain viable as a provider of the Goods and/or Services over the term of any agreement.

If requested by the Company, the potential supplier must promptly provide the Company with such information or documentation as the Company reasonably requires in order to evaluate the potential supplier’s financial stability.

1. **Referees**

The Company reserves the right to contact the potential supplier’s referees, or any other person, directly and without notifying the potential supplier.

1. **Conflict of interest**

Potential suppliers must notify the Company immediately if any actual, potential or perceived conflict of interest arises (a perceived conflict of interest is one in which a reasonable person would think that the person’s judgement and/or actions are likely to be compromised, whether due to a financial or personal interest (including those of family members) in the procurement or the Company).

1. **Inconsistencies**

If there is inconsistency between any of the parts of the RFQ the following order of precedence shall apply:

1. these Terms and Conditions;
2. the first page of this RFQ; and
3. the Schedule

so that the provision in the higher ranked document will prevail to the extent of the inconsistency.

1. **Collusion and Unlawful Inducements**

Potential suppliers and their officers, employees, agents and advisors must not engage in any collusive, anti-competitive conduct or any other similar conduct with any other potential supplier or person or quote any unlawful inducements in relation to their quote or the RFQ process.

Potential suppliers must disclose where quotes have been compiled with the assistance of current or former the Company employees (within the previous 9 months and who was substantially involved in the design, preparation, appraisal, review, and or daily management of this activity) and should note that this may exclude their quote from consideration.

Potential suppliers warrant that they have not provided or offered any payment, gift, item, hospitality or any other benefit to the Company, its employees, consultants, agents, subcontractors (or any other person involved in the decision-making process relating to this RFQ) which could give arise to a perception of bribery or corruption in relation to the RFQ or any other dealings between the parties.

1. **Jurisdiction**

This Agreement shall be subject to the laws of the Jurisdiction.

The Supplier and the Company will use their best efforts to settle amicably any dispute, controversy, or claim arising out of, or relating to this Agreement or the breach, termination, or invalidity thereof.

If no agreeable settlement can be found, any dispute, controversy, or claim arising out of or relating to this Agreement or the breach, termination, or invalidity thereof, shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules in effect on the date of this Agreement. The appointing authority shall be the Secretary-General of the Permanent Court of Arbitration. The Parties will be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute.

The place of arbitration shall be the headquarters location of Company at the time the claim is filed and the language of the arbitration will be English. The relevant laws shall be the laws of the Jurisdiction.

Schedule - Terms of Reference

Activity No. P4F-0801

1. **Background**

Partnerships for Forests is a UK government funded Programme that aims at increasing the value of the standing forests by supporting private sector businesses in catalysing investments in which the private sector, public sector and communities can achieve shared value from sustainable forests and sustainable land use.

P4F seeks to increase private investment in forestry and ‘reduced-deforestation’ agriculture that supports economic growth, improved livelihoods and reduced poverty. It is designed to create market-ready Forest Partnerships (FPs) with the intention of mobilising significant investment, principally from the private sector. It pairs this with support to Enabling Conditions (ECs) measures and Demand Side Measures (DSMs) to address the barriers to achieving more widespread sustainable investment in agricultural and forest-related value chains. The P4F programme has a clear objective of learning from successes and failures to inform progress.

As a result of P4F intervention, individuals directly benefit from improvements in sustainable value chains, that will ultimately affect their livelihoods positively. To evaluate this result, P4F collects and assess data on the project level considering 5 dimensions of impact (financial capital, human capital, social capital, physical capital and natural capital), in accordance with UNDP’s Sustainable Livelihoods Framework[[1]](#footnote-2). With this evidence, the P4F’s Monitoring, Evaluation and Learning (MEL) team review, assess, approve and report on the results for each direct individual, disaggregated by gender.

However, some initiatives face challenges in generating project level data necessary to report on results from P4F intervention, but also from the business itself, posing a significant obstacle to mobilize capital from impact investors also interested in socioeconomic and environmental results.

The P4F Beneficiaries task force aims at collecting and analysing direct beneficiaries’ data from selected interventions in the portfolio, that request additional support to provide evidence of benefits materialized as a result of P4F support. This evidence will be used to report on the Programme level results and must be considered eligible as established in the Programme’s results framework indicator (RFI 062 - # of beneficiaries reached).

1. **The results Framework Indicator 062 - # of beneficiaries reached**

The Beneficiaries’ indicator (RFI-062) is an outcome level and quantitative indicator that dialogues directly with KPIs 1 (Number of people supported to better adapt to the effects of climate change) and 4 (Number of people whose resilience has been improved) of the International Climate Finance (ICF). The RFI-062 measures the number of individuals benefiting from improved capital where there is a demonstrable contribution from P4F.

This indicator aims at measuring the number of people who have directly benefitted from P4F supported interventions but does not seek to measure qualitative changes (improvements) to people’s lives that are expected to flow from the intervention/activity. This indicator generates a whole number per project, reflecting the largest number of beneficiaries reached through P4F support, and disaggregated by the UNDP’ Sustainable Livelihoods Framework’s capital types (type of benefit received) and gender.

*Table 1 – UNDP’ Sustainable Livelihoods Framework’s capital types: description and subindicators*

|  |  |  |
| --- | --- | --- |
| ***Capital Types*** | ***Description*** | ***Subindicators*** |
| Human Capital | It represents the abilities, experience, work skills and the physical state of good health which, when combined, allow populations to engage with different strategies and fulfil their own objectives for their livelihoods. | - # of individuals who have received training  - # of individuals with improved access to health or education services |
| Social Capital | It refers to the social resources, which populations will rely on when seeking their objectives relating to livelihoods (in the present study this refers specifically to local social capital, this being networks, associations, local authorities, local officials and broader population receiving program assistance). | - # of beneficiaries in the organisation with new or improved access to decision-making spaces, as a result from P4F intervention  - # of beneficiaries in the organisation with improved working conditions, as a result from P4F intervention  - # of people with access to a network of piers designed to improve knowledge sharing or support |
| Natural Capital | It is the term used to refer to the stocks of naturally occurring resources (soil, water, air, genetic resources, etc.) which can be used as inputs to create additional benefits, such as food chains, protection against soil or coastal erosion, and other natural resources which can support livelihoods. | - # of people benefitting from direct targeting of improved ecosystem services that are not monetised  - # of people benefitting from improved access to natural capital |
| Physical Capital | This refers to the basic infrastructure and production inputs needed to support livelihoods. | - # of individuals directly affected by improvements in infrastructure supporting sustainable supply chain, as a result from P4F intervention  - #of individuals directly affected by improvements in access to clean and affordable energy, as a result from P4F intervention  - #of individuals directly affected by improvements in communication infrastructure or services and access to information as a result from P4F intervention |
| Financial Capital | This refers to the financial resources which populations employ to achieve their objectives regarding livelihoods. | - # of people receiving premium payments  - # of people with new or additional income streams or livelihoods  - # of individuals with access to additional or new credit for implementing sustainable land use and forest management practices |

Source: P4F Results Framework Indicator Reference Sheet (RFI 062).

Until the end of the Programme’s term it is expected that each FP supported by P4F submit evidence on the results achieved in this indicator. However, it is not expected that all projects necessarily report results on all types of capital presented in Table 1. This will depend on the characteristics of each P4F supported intervention and their activities. Reports on this indicator will generate a five-points polygon chart (Figure 1)

*Figure 1 – Example of Polygon chart to report on the results achieved by P4F intervention on the RFI 062 indicator*

Chart, radar chart

Description automatically generated

The example from Figure 1 presents a project that reported results in financial and human capitals, reaching 72 and 103 direct beneficiaries respectively. For each of these beneficiaries, there is supporting evidence ensuring the materialisation of the benefit in accordance to RFI 062 indicator reference sheet. For reporting purposes, only the largest number verified in the 5 different capitals (maximum evidenced result) is reported, avoiding overlapping issues.

The P4F-0550 Veja Shoes Fair Trade project

For this contract, the subcontractor will need to carry out the activities highlighted above within the scope of the P4F-0550 Veja Fair Trade project.

V. Fair Trade is a company dedicated to the production of sneakers, based in Rio Grande do Sul. To supply the native rubber used in the soles, it maintains partnerships and commercial contracts with cooperatives and rubber tapper associations in the State of Acre. Since its creation, V Fair Trade has had sustainability as a principle at all stages of its production chain and a solid commitment to protecting the forest and the families that live there.

In recent years, the company has strongly increased its demand for native rubber, has paid for rubber at a price above that practiced in the conventional market and, since 2018, has started to remunerate forest conservation services associated with production, via the Payment for Social and Environmental Services mechanism. (PSSA). In this way, it seeks to offer alternatives for rubber tappers to increase their income, maintain traditional extractivism and preserve the standing forest – in contrast to the growing trend in deforestation for cattle ranching.

To ensure the sustainability of its rubber supply chain, V Fair Trade implemented the project with the following actions:

a) Expand the production areas and the number of producers involved in its rubber supply chain, with the strengthening of governance and management of associations;

b) Formalize PSSA guidelines and rules associated with rubber production - among them, respect for the environmental legislation in force, the plans for the use of conservation units and zero illegal deforestation, in the form of a protocol to be agreed between the company, the producers and their representative organizations;

c) Develop an environmental monitoring system, with the generation of updated data on the dynamics of deforestation, in the production units and their surroundings, in order to verify compliance with the commitments agreed in the protocol and to base decisions on the purchase of rubber and payment of the PSSA;

d) Promoting socioeconomic diagnosis with producers and families living in the Chico Mendes Extractive Reserve (RECM), inserted in the V. Fair Trade supply chain, to obtain economic and social impacts of native rubber production on quality of life and income of these families; and

e) Develop a technical and financial feasibility study for a V. Fair Trade greenhouse gas emission compensation project, in the rubber supply chain, and a methodological guide for the development and monitoring of this “forest insetting” project.

Partnerships For Forests (“P4F”), a UK government-funded program that supports investment models that promote forest conservation and sustainable land use, agreed to support Veja with a grant that covered part of the costs of the changes that the company wanted to implement.

1. **Objectives and Scope of the Assignment**

This term of reference concerns the contracting of services by Palladium to carry out, in the Chico Mendes Extractive Reserve (RECM), Juruá and Tarauacá regions, the collection of georeferenced points from the suppliers of native rubber for Veja Fair Trade, aiming at their inclusion in the company’s monitoring system.

For the P4F-0550 Veja Fair Trade project, the main effort required to obtain evidence of the impact of direct beneficiaries will be data gathering:

**Data Gathering**

Demanded for projects that don’t have available evidence of beneficiaries’ result, but have indication that these materialized, based on project activities and project officer’s or grantee’s account. The subcontractor will meet (in person, or remotely) with each project officers and respective grantees establishing the rationale of impact, planning assessment field trips and reporting on the best course of action to obtain the data, develop the analysis and report on a final number of direct beneficiaries achieved.

Deliverables:

- 1: Data Collection Schedule agreed with the MEL Associate

- 2: Preliminary report with initial findings and next steps

- 3: Final report with evidence presented and disaggregated according to the indicator's reference sheet

- 4: A database with the evidence prepared and referenced in the report

1. **Specification of the Advisory Support**

For the activities specified in this Request for Quotation, it is expected the consultancy has experience in georeferenced data collection and database creation. Preferrebly, the consultancy will gather the data, when possible, together with the UFAC’s team (University of Acre), which is responsible for the socioeconomic data collection.

1. **Duration and Phasing**

The activity is to commence on October 1, 2022 and end on February 20, 2023. This is expected to amount to 80 days of paid consultancy (to be further aligned with the consultancy).

1. **Evaluation Process**

The Company will evaluate potential suppliers on the basis of a technical assessment of a technical submission and a financial assessment of a financial submission.

The Technical Assessment will be undertaken by an internal Procurement Committee.

The Technical Assessment will account for 80% of the overall score using the following formula:

Technical Score = Potential Supplier’s Weighted Technical Score (out of 100) x 80%

Highest Weighted Technical Score (out of 100)

Following consideration of the technical merit of potential suppliers, a like-for-like price assessment will be undertaken by the Company of only the potential suppliers assessed as technically suitable (those meeting the Minimum Score Requirement).

The like-for-like price assessment will represent 20% of the overall score using the following formula:

Price Score = Quotation Price of Lowest Priced Technically Acceptable RFQ x 20% Potential Supplier’s Quotation Price Tender Price

1. **Technical Assessment**

The Technical Assessment places emphasis on the degree of confidence the Company has in a potential supplier’s ability to deliver the services effectively.

The following selection criteria and weighting will be used in the assessment of the technical capacity of a potential supplier.

|  |  |
| --- | --- |
| Scoring Methodology for the Technical Submission | |
| 5 | Excellent, addresses the requirements of the TOR, and where relevant demonstrates fine tuning, to make a match with Client expectations, and is of a quality and level of detail and understanding that provides confidence in certainty of delivery and permits full contractual reliance (where applicable). |
| 4 | High degree of confidence that they can meet the requirements of the TOR (and where relevant strong evidence they have tailored their response to meet these). Demonstrates they have a thorough understanding of what is being asked for and that they can do what they say they will; translates well into contractual terms (where applicable). |
| 3 | An understanding of all issues relating to delivery of the TOR and tailoring the response to demonstrate that proposals are feasible so that there is a good level of confidence that they will deliver; can be transposed into contractual terms (where applicable). |
| 2 | Understands most of the issues relating to delivery of the TOR and addresses them appropriately with sufficient information, but only some relevant tailoring and so only some confidence that they will be able deliver in line with expectations. |
| 1 | Some misunderstandings of the issues relating to delivery of the TOR and a generally low level of quality information and detail. Poor appetite to tailor when asked and so fails to meet expectations in many ways and provides insufficient confidence. |
| 0 | TOR issues are scantily understood and flimsy on quality information, with minimal tailoring if anywhere relevant. Provides no confidence that the issues will be addressed and managed at all in line with expectations. |

Technical Submissions must be in the following format and must follow the question structure below:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Form of Technical Submission** | | **Page Limit** | **Weight X Score** | | **Max Weighted Score** | **Minimum Score Requirement** |
| 1 | Quality of Personnel and/or Partners  Potential Suppliers should describe, referring to the CVs submitted to evidence any statements, how the Nominated Personnel fulfil each of the criteria set out in the Specification of the Advisory Support section and are sufficiently skilled staff to undertake all aspects of the Objectives and Scope of the Assignment. | [1-3 pages] | 6 | 0 to 5 | 30 | 2 out of 5 |
| Response: | | | | | |
| 2 | Methodology and Approach to Delivery of TOR  **2.1** Potential Suppliers should describe from their own understanding of the Objectives and Scope of the Assignment, as well as the context of the project, how their Nominated Personnel will facilitate delivery of the tasks set out. (**Weighted 7/10**).  **2.2** Potential Suppliers are also expected to describe their approach to ensuring optimal value for money. (**Weighted 2/10**)  **2.3** A half page anticipated Workplan, plotting the delivery of the tasks mentioned above linked to the level of effort of each of the Nominated Personnel, should also be provided. This Workplan must identify proposed output based payment deliverables, dates and amounts. (**Weighted 1/10**) | [2-3 pages] | 10 | 0 to 5 | 50 | 2 out of 5 |
| Response: | | | | | |
| 3 | Relevant Experience  Potential Suppliers should identify 2 assignments undertaken within the last 2 years relevant to this TOR and the project context. A brief summary of each of the assignments should be provided, as should the name and contact details for referees who can verify performance. | [1 page] | 4 | 0 to 5 | 20 | 2 out of 5 |
| Response: | | | | | |

1. **CVs** **must be provided** for all Nominated Personnel expected to contribute to the performance of this TOR (no longer than four pages in length).
2. The technical submission format **must** clearly address the criteria above as this will impact on the assessment process.
3. The technical submission should **not exceed five pages** (excluding CVs), must be in single column format and not be in a type font of less than 12 points.
4. **Financial Assessment**

Using the below format potential suppliers must state the daily fee rates (based on an 8 hour working day for one person) for all the Nominated Personnel. Fee rates should include all costs that are not reimbursable, and must be in Pound Sterling (GBP).

The Quotation Price (which should be inclusive of any relevant taxes) will form the basis of the comparative price assessment. The Quotation Price (in addition to any Reimbursable Expenses) shall be the amount that is used for contracting.

|  |  |  |  |
| --- | --- | --- | --- |
| **Consultant** | **Daily Fee Rate** | **Number of Days** | **Cost** |
| E.g. Consultant A | e.g. £100 | e.g. 2 | e.g. £200 (2x£100) |
| E.g. Consultant B | e.g. £50 | e.g. 3 | e.g. £150 (3x£50) |
| **Total Cost excluding Taxes** | | | e.g. £350 |
| **Any Relevant Taxes (e.g. VAT)** | | | e.g. £70 |
| **Quotation Price** | | | e.g. £420 |

Using the below format potential suppliers must provide a budget and total value of all expected Reimbursable Expenses. These will not form part of the Quotation Price and will not be considered in the comparative price assessment, but (in addition to the Quotation Price) shall be used for contracting.

|  |  |  |  |
| --- | --- | --- | --- |
| **Reimbursable Expenses** | **Units** | **Price** | **Cost** |
| E.g. International Flight to [X] from [X] | E.g. 2 (if 2 consultants) | e.g. £100 | e.g. £200 (2 x £100) |
|  |  |  |  |
| **Total Reimbursable Expenses** | | | e.g. £200 |

Potential suppliers should note that the Financial Limit of this RFQ is £27,500 and that the Quotation Price plus (+) the Total Reimbursable Expenses cannot exceed the Financial Limit. Where the Financial Limit is exceeded, the Company reserves the right not to accept the RFQ

The following financial aspects need to be taken into consideration:

* 1. the rates should be based only on the number of days specified the Terms of Reference;
  2. all activity preparation costs are the responsibility of the potential supplier;
  3. a requirement is for the preferred potential supplier to submit a monthly Progress and Financial Report and an Activity Completion Report at the end of the activity. All costs associated with the preparation and submission of these reports are the responsibility of the preferred potential supplier.
  4. payment of fees and reimbursable costs may be withheld due to non-approval by the Regional Programme Manager of the Progress / Financial / Activity Completion Report.
  5. to be eligible for reimbursement all Reimbursable Expenses must be incurred in accordance with the [P4F Guidelines for Using Grant Funds](https://partnershipsforforests.com/wp-content/uploads/2017/07/P4F-Guidelines-for-Using-Grant-Funds.pdf). Inclusion in a successful quotation will not mean Reimbursable Expenses are eligible for reimbursement if they are contrary to the [P4F Guidelines for Using Grant Funds](https://partnershipsforforests.com/wp-content/uploads/2017/07/P4F-Guidelines-for-Using-Grant-Funds.pdf).

1. **Responsibilities of the Company**

Confirm that the selected Consultant is aware and compliant with all terms and conditions of the contract and briefing documents.

1. **Contractor Responsibilities**

To be prepared to sign the Standard Contract Terms

To have in place insurance policies covering Professional Indemnity and Public Liability (if contracting as an appropriately registered entity rather than in an individual capacity).

To be registered in a Jurisdiction that is acceptable to the Company.

Organise appropriate travel, accommodation and travel insurance arrangements using the Company’s systems (if applicable).

To hold any regulatory permits or approvals required to provide the services, either as an individual or through a registered entity

To complete the monthly progress and financial reports and activity completion report in the prescribed format and on the required dates.

If your quote is successful, you will be required to enter into the Company’s standard contract for the types of Services being provided. In the provision of the Services, you will be required to comply with the Company’s policies, including (without limitation) its Business Partner Code of Conduct and any relevant Project Manual. Potential suppliers must also comply with the Company’s Business Partner Code of Conduct in the submission of any quotes pursuant to this RFQ.

If you are bidding as part of a joint venture, partnership or similar, please make this clear in your submission. Likewise, if you propose to subcontract any part of the Services provision, then disclose this fact within your submission. The Company may require additional information from you and approval for subcontracting will not be automatic as subcontractors will be subject to Palladium’s Due Diligence process.

1. https://www.undp.org/content/dam/rblac/docs/Research%20and%20Publications/Poverty%20Reduction/UNDP\_RBLAC\_Livelihoods%20Guidance%20Note\_EN-210July2017.pdf [↑](#footnote-ref-2)