

Project Applicant: Please complete the form accordingly and return it to IDH as directed. If you have questions do contact Mr. Kebba Colley, Colley@idhsustainabletrade.com

Project Applicant Details	
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Legal form of entity	United Nations Development Programme
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Name and country of project	Implementation of the National Action Plan for the Responsible Production and Trade of Pineapple from Costa Rica
Project Manager Details	
Project Manager	Kifah Sasa
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Summary**Summary**

In order to address the social and environmental externalities of pineapple production in Costa Rica, the Second Vice-presidency of the Republic of Costa Rica, the Ministry of Environment and the Ministry of Agriculture established *The National Platform of Responsible Production and Trade of Costa Rican Pineapple* with the technical support of UNDP's Green Commodities Facility and financed by ICCO. Since it was established, the Platform has facilitated a national level dialogue among all major pineapple supply chain stakeholders, such as producers and companies involved in production and exports of pineapple from Costa Rica, national and international buyers, civil society organizations, and the Ministries of Agriculture, Environment, Health, Labour and Trade. After a year and a half of multi-stakeholder dialogue related to potential solutions to reduce the externalities associated with Pineapple production, the National Platform has produced a final draft of the *National Action Plan for Responsible Production and Trade of Pineapple 2013-2017*. This plan guides the actions to be taken in the next five years by private sector producers, government institutions and domestic and international buyers to ensure the environmental and social performance of this supply chain is continuously improved. The proposed project will fund the transition phase from National Action Plan development to the implementation of this action plan and the institutionalization of national Platform activities in the long term. In particular the project will help convene international pineapple buyers to ensure they support the action plan by directly engaging their suppliers, asking them to take part in the process too. The new phase of the project will also strengthen the operation of the Platform to support the implementation of the *National Action Plan for the Responsible Production and Trade of Pineapple in Costa Rica 2013-2017* as well as the development of a process for monitoring compliance of the Action Plan. Globally, this is first short term action plan developed for an international supply chain that is implemented by producers, government institutions and buyers. The innovative aspect of this plan is that it does not deal only with standards but with enforcement capabilities by government institutions as well as other crucial elements required to improve the environmental and social performance of this supply chain. This is the most important tool a commodity sourcing country like Costa Rica has to comply with the Dutch government's target of 100% sustainable purchasing by 2020. For international buyers this the first opportunity they have to take part in systemic nation-wide actions that will improve environmental and social performance of the supply chain of the most significant pineapple sourcing country in the world.

X Two companies or more

Project proposal

IFVI Windows and Program Areas

SI-FAV Windows and Program Areas (choose which window and program areas best describe your project / choose any of the following that apply to your project)	
<input type="checkbox"/> Productivity	<p>Training: X Develop the capacity of farmer extension services to deliver training in Good Agricultural/Environmental Practices <input type="checkbox"/> Enhance training curricula provided through extension services and technical colleges</p> <p>Input usage and planting material: <input type="checkbox"/> Develop rural infrastructure to support the provision of inputs, training and market information <input type="checkbox"/> Create market incentives for input suppliers to operate in local fruit & vegetable markets <input type="checkbox"/> Enhance soil fertility through the use of fertilizer, pesticides and other input supplies/planting material X Develop supply links to suppliers and distribution for information, production inputs and planting material <input type="checkbox"/> Provide financing options for farmers to expand their operation and buy inputs <input type="checkbox"/> Build capacity for effective and efficient irrigation systems <input type="checkbox"/> Other, namely:</p>
<input type="checkbox"/> Quality according to market requirements	<p>Physical Fruit and Vegetable Characteristics: X Compliance to certification schemes <input type="checkbox"/> Enhance supply chain transparency through traceability systems X Expand farmer training on quality, environment, social, labor and business practices</p> <p>Non-Physical Characteristics: X Specific environmental initiatives to work with suppliers and farmers <input type="checkbox"/> Specific working condition initiatives to work with suppliers and farmers <input type="checkbox"/> Specific programs geared towards training farmers/suppliers on market quality requirements <input type="checkbox"/> Other, namely:</p>
<input type="checkbox"/> Socio-economic development	<p>Social Standards Compliance X Address work-place health and safety X Allow freedom of association and collective bargaining X Comply with the rule of maximum working hours as defined by one of the social compliance standards in SI-FAV program <input type="checkbox"/> Take precautions against the worst forms of child labour <input type="checkbox"/> Take measures against forced labour</p> <p>Economic Standards Compliance: X Provide legally required salary/wages X Investing in longer-term relationships with producers/suppliers</p>

	<p>X Assist producers (especially)/suppliers in getting access to finance</p> <p>Training & Awareness raising X Training on Good Social Practices <input type="checkbox"/> Awareness raising on issues surrounding direct & indirect forms of discrimination <input type="checkbox"/> Ensure socio-economic development for workers and entire community (take responsibility of the multiplier/ripple effect of company sustainability initiatives) <input type="checkbox"/> Other, namely:</p>
<input type="checkbox"/> Environment	<p>Environmental Standards compliance <input type="checkbox"/> Training of farmers and suppliers on Good Environmental Practices and compliance to environmental sustainability <input type="checkbox"/> Raise awareness on global environmental impact beyond environmental standards audit</p> <p>Capacity building <input type="checkbox"/> Build capacity of suppliers/farmers on sustainable use of water <input type="checkbox"/> Build capacity of suppliers/farmers on treatment of waste water <input type="checkbox"/> Build capacity for climate change management related to water sustainability</p> <p><input type="checkbox"/> Other, namely:</p>
<input type="checkbox"/> Supply chains: Farmer Cooperatives & Access to markets	<p>Build new Farmer Cooperatives: X Work with farming communities to organize farmers and production <input type="checkbox"/> Work with local communities to create last mile supply chain linkages</p> <p>Reach Unorganized Farmers: X Train trainers in order to increase local capacity Strengthen Existing Farmer Cooperatives: X Build the capacity of cooperatives <input type="checkbox"/> Create local/international networks between farmers and communities</p> <p>Establish Traceability Systems: <input type="checkbox"/> Establish a traceability system <input type="checkbox"/> Establish norms that enable farmers to access lucrative markets X Create a sustainable and transparent supply chain</p> <p><input type="checkbox"/> Other, namely:</p>

Stage of project idea

Stage of Project Idea (please choose the option that best applies to your project)

- Innovation:** the project idea is innovative and has potential for scaling up
- X **Bottleneck Resolution:** the concept has been proven but there is a bottleneck to scale up

Project area details

Project area details. Please provide information on the following elements to provide a general overview of the project area and the context of project operations.	
Country	Costa Rica
Project area (e.g. name and number of region(s)/ district(s)/ province(s) / state(s) covered.	Implementation of the National Action Plan for the Responsible Production and Trade of Pineapple from Costa Rica
Population size of the project area	Nation Wide (4.5 million)
Infrastructure in project area	N/A
Major crops in the region	Pineapple, Bananas, Palm Oil
Average land holding size of fruit & vegetable producers (Ha.)	This is a nation/wide project. The following are national level statistics and averages: 42,000 (Has) nation wide Small farmer average: 15 Has Medium farmer average: 50 Has Large farmer average: 400 Has Large farmer II average: More than 1000 Has
Average income of fruit & vegetable producers	The Average income per hectare per year is \$12,000
Average yield in the area	Nationwide: 2 268 956 Tons per year (2011) Small farmer average: (15 Has) 60,000-70,000 kilos/Ha per year Medium farmer average: (50 Has) 70,000-80,000 kilos/Ha per year Large farmer average: (400 Has), 90,000 kilos/Ha per year Large farmer II average: (More than 1000 Has), 90,000 kilos/Ha per year
Other	The production and trade of pineapple in Costa Rica is expanding. It has grown from 7.6 percent of agricultural GDP in 1998 to 27.83 percent in 2005. Today that figure has reached 30 percent of agricultural GDP, and generates approximately US\$ 140 million annually. Costa Rica has positioned itself as the main provider of fresh pineapple to the US (85 percent) and EU market (65 percent), and contributes to 8 percent of global pineapple production

Goals and objectives

Goals and objectives
<p>Overall Objective</p> <p>The overall objective is to strengthen the operation of the Platform to support the implementation of the <i>National Action Plan for the Responsible Production and Trade of Pineapple in Costa Rica</i></p>

2013-2017.

Specific Objectives

1. On-going Platform operations to facilitate multi-stakeholder collaboration for the implementation of the Action Plan 2013-2017

Indicator: Number of Commitments fulfilled in accordance to Action Plan

Number of plenaries and work sessions

Number of stakeholders involved in the implementation of the Action Plan

Percentage (30%) of the Action Plan that has been completed by 2015

2. Facilitate the prioritization process for the Action Plan 2013-2017

Indicator: The Action Plan 2013-2017 endorsed by platform members includes a revised and reduced number of actions and provides clear sequencing of these actions.

List of prioritized actions is balanced between environmental and social actions to address the most pressing problems, making specific emphasis on labour conditions and demands

Number of retailers and international pineapple buyers who took part in the prioritization process

3. Develop a monitoring system for the Action Plan 2013-2017

Indicator: Monitoring System in place with baseline information and periodical public reporting of compliance of commitments by stakeholders and scientific indicators.

Number of retailers and international pineapple buyers who use the monitoring system to inform purchasing policies related to Costa Rica

4. Establish and facilitate multi-stakeholder groups within the Platform

Indicator: Inter-institutional and multi-stakeholder permanent working group of the platform has been established to identify implementation problems and suggest solutions to the National Platform.

International buyer and retailer working group established to generate incentives and promote compliance of suppliers with the Action Plan

5. Institutionalization of Platform Functions

Indicator: Road Map for Institutionalization of Platform Actions to support Responsible Production of Pineapple

Approach

Approach

The project will accelerate the implementation of agreed actions included in the National Pineapple Responsible production and Trade Action Plan 2013-2017. This will entail roles of facilitation for further clarification of the tasks that are required to achieve previously agreed targets and actions; providing sound technical advisory services to be able to monitor compliance with the action plan

and report it back to National Platform stakeholders. The project will serve to identify new corporate partners and international buyers who are willing to support the national aims to improve environmental and social performance of pineapple supply chain. In particular, the project will set up an international buyer and retailer working group with the aim of generating incentives and promote compliance of suppliers with the Action Plan. The project team will set up a monitoring system for the compliance of commitments by stakeholders, special efforts will be made to ensure retailers and buyers use this monitoring system to inform their purchasing policies. The platform will also link to specific IDH working groups to facilitate exchange of experiences and decision making processes.

Activities and time line

Activities and time line

1. On-going Platform operations to facilitate multi-stakeholder collaboration for the implementation of the Action Plan 2013-2017

1.1 Systematize the experience: The platform will help review the process of development of the 2013-2017 action plan, and will identify lessons learned regarding facilitation of commodity related multi-stakeholder dialogues, to support the transition of the platform so it may facilitate multi-stakeholder collaboration for the execution of agreed commitments and actions. It is expected that by the end of 2015 at least 30% of the actions included in the action plan will have been complied with by public institutions, producers and pineapple buyers.

1.2 Develop a Transition Plan: Platform staff will develop a new guidance note for platform operations so it may transition from an entity designed to plan actions to one that facilitates different stakeholders execute agreed commitments and monitors compliance. The transition plan will cover domestic, as well as international corporate engagement strategies to ensure that all the stakeholders of the pineapple supply chain work together to improve environmental and social performance. Specific guidance notes will be produced and shared with pineapple buyers so they may use their purchasing power to influence compliance with best practices down the supply chain.

The transition plan will start with capacity building efforts related to include agricultural, environmental and social best practices, ensuring these are incorporated onto existing farmer extension services.

2. Facilitate prioritization process for the Action Plan 2013-2017

1.1 Facilitate Further Clarification of Tasks Required to reach targets: Not all the actions included in the action plan may be achieved if the compliance of actions is limited to only the institutions and companies that suggested them. With this next phase new stakeholders will be identified and new specific commitments will be reached with new and old national platform stakeholders.

2.2. Priorization and Sequencing of Action Plan Activities. Through a national level workshop final sequencing of activities will make more manageable the 56 activities currently on the Action Plan. Representatives of foreign retailer companies and other international pineapple buyers will be convened to this workshop and prioritization exercise.

2.3. Costing of Activities: The platform will estimate costs of the actions for each of the stakeholders involved in their execution. Both public sector partners and commercial partners in the platform will contribute towards to cost of implemented agreed actions.

3. Develop a monitoring system for the Action Plan 2013-2017

3.1 Indicator Development: Technical advisory services will be provided to define and test indicators of compliance of the action plan.

3.2. Baseline Gathering: The platform will gather information to finalize the action plan baseline. Particular attention will be placed on the gathering of information regarding contamination of community water-sources to ensure claims of contamination are backed by science. The project team will pilot the indicator's data quality and periodicity with retailers and international pineapple buyers in order to incentivize the use of the monitoring system to inform purchasing policies related to pineapple in Costa Rica.

3.3. Online Monitoring Tool Development: The Action plan monitoring system will be public and open to all stakeholders. This will entail design of a monitoring application tool within the National Platform website: www.ppr.cr The findings of the monitoring process will be published on this web page that will maintained for public access.

4. Establish and facilitate multi-stakeholder groups within the Platform

4.1 Set up of multi-stakeholder overview group: The platform will establish inter-institutional and multi-stakeholder permanent working group to identify problems related to implementation and suggests solutions to the National Platform.

4.2 Identify volunteers who will lead the multi-stakeholder collaboration to execute priority actions: The platform will convene stakeholders into task forces to support the lead volunteers and facilitate effective stakeholder interaction during the execution of activities related to the action plan.

4.3 Commence Training for Trainer Component of the Action Plan: The project team will motivate the institutional and private sector partners who committed themselves with capacity building elements of the Action plan to start the agricultural, environmental and social best practices training efforts.

5. Institutionalization of Platform Functions

5.1 Scenario Assessment: The Platform will assess scenarios of viable institutional arrangements to ensure long term responsible production of pineapple and long term the sustainability of Platform actions. By the end of the project the platform will present a public proposal on governance of responsible pineapple production.

5.2 Market Incentives Task Force: The project team will help set up a virtual international buyer and retailer working group to assess potential incentives that may be pursued through buyers purchasing policies as a way to promote compliance by suppliers of the Action Plan.

Activities	2013				2014				2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. On-going Platform operations to facilitate multi-stakeholder collaboration for the implementation of the Action Plan 2013-2017												
1.1 Systematize the experience												
1.2 Develop a Transition Plan:												
2. Facilitate prioritization process for the Action Plan 2013-2017												
2.1 Facilitate Further Clarification of Tasks Required to reach targets												
2.2 Priorization and Sequencing of Action Plan Activities												
2.3 Costing of Activities												
3. Develop a monitoring system for the Action Plan 2013-2017												
3.1 Indicator Development												
3.2 Baseline Gathering												
3.3 Online Monitoring Tool Development												
4. Establish and facilitate multi-stakeholder groups within the Platform												
4.1 Set up of multi-stakeholder overview group												
4.2 Identify volunteers who will lead the multi-stakeholder collaboration to execute priority actions												

5. Institutionalization of Platform Functions														
5.1 Scenario Assessment														

Relevance

Relevance

This is the first joint effort between international buyers, national producers and a sourcing country government to go beyond certification standards and address specific issues to ensure a continuously improved environmental and social performance of an international commodity supply chain. If successful, the model being put forward by Costa Rica’s National Platform for Responsible Production and Trade of Pineapple to convene all stakeholders involved in a particular supply chain to develop a 4 year action plan will set the pace for other countries to take similar steps for other commodities.

This represents the most comprehensive effort to scale up sustainable practices in Central America. Previous efforts in the region had been limited to a participatory definition of standards to be adopted by producers. However these roundtable dialogues, as they are generally called, do not take into account the actions that buyers and government institutions need to put in place in order to improve the sustainability performance of the sector. This is the main innovation of the National Platform approach.

The actions being engaged by pineapple supply chain stakeholders participating in this platform aim to reduce conversion of natural habitat into farmland, increase biodiversity within productive landscapes, improve water management, reduce ecological and carbon footprint of production, protect food security and ensure sustainable livelihoods for rural communities affected by the pineapple supply chains.

Results

Results

The project will create the necessary enabled environment to support the economic environment to effectively and efficiently coordinate and bring together public and private stakeholders along the supply chain. The primary results of this project will be:

- Inter-ministerial coordination strengthened;
- Policy strengthened and reformed where needed (including enforcement);
- Key institutions have improved knowledge and capacity on sustainability issues;
- Extension services have a strategy to improve effectiveness, and;
- Market based instruments used to finance environmental sustainability.

Deliverables

- At least 30% of the Action Plan actions will have been completed by 2015
- Prioritization process of activities complete
- Complete baseline studies for action plan targets.
- Specific pledges and commitments by companies in support of the actions of the Action Plan
- Monitoring reports on progress in implementing priority actions
- Road Map for the institutionalization of National Platform actions in support of responsible pineapple production actions
- Document on Lessons learned of national platform operations
- International buyer and retailer working group established to generate incentives and promote compliance of suppliers with the Action Plan

Sustainability and growth potential

Sustainability and growth potential	Description
Potential for scalability of the model	This is a National Plan that will guide institutional budgets and private sector investments to improve the environmental and social performance of the Pineapple Supply Chain. The action plan will also serve as framework for further investments by IDH and partner companies, guiding the critical areas that require urgent attention to improve the environmental and social performance of the pineapple supply chain.
Proposed mechanisms for ensuring long-term sustainability of the intervention	The project incorporates a component of institutionalization of platform actions. This will entail the drafting and official sanctioning of a decree that sets up a commission composed by designated government officials, and ad honorem private sector representatives to monitor compliance with the work plan. UNDP is committed to provide project services to the platform in the long term.
Existing or proposed institutional partnerships which can catalyse project expansion	UNDP Green Commodities Facility will provide long term advisory role for the implementation of the action Plan. UNDP Costa Rica will provide administrative support for potential company-IDH projects that may be set up in compliance with the action plan.
Farmer’s access to credit in the	The Action Plan incorporates actions to further engage the

project area	financial sector to ensure lending is done in compliance and following the action plan.
Steps of the exit strategy of the Implementation Partner ¹	<p>First, the Action Plan is officialised by government through a decree.</p> <p>Second, the Action Plan compliance monitoring commission is set up.</p> <p>Third, regular compliance monitoring meetings are held and any delays with compliance of the action plan will be informed through an information clearing house to ensure involved stakeholders are keen to comply their commitments.</p>

Assumptions and critical success factors

<p>Assumptions and success factors</p> <p>Dutch sustainable purchasing targets (100% sustainable purchasing by 2020) are expected to remain and motivate the actions of Costa Rican exporters to the Netherlands. These targets have been communicated to producers, and this is bound to generate an interest of other producers to support the implementation of the action plan.</p> <p>International demand for pineapples will continue to grow and Costa Rica will remain a leader in the international pineapple market, in this way maintaining the interest of supply chain stakeholders on the National Pineapple Responsible Production and Trade Action Plan.</p> <p>Costa Rica’s competitiveness strategy will remain being based on the notion that buyers want to avoid reputational risk by purchasing from sourcing countries that improve environmental and social performance of production.</p>
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Risks and mitigation measures

<p>Risks and mitigation strategy</p> <p><u>Risk 1: New administration to be elected in 2014 no longer prioritizes Responsible production of pineapple:</u> The project team will fully socialize the project with the newly elected administration to ensure that the latter understands the socioeconomic and environmental benefits of the project and their role in project execution. In addition, to ensure the sustainability of the implementation of the action plan. The project includes the development of institutional procedures, inter-institutional coordination mechanisms, and specific measures for governmental buy in.</p> <p><u>Risk 2: Lack of coordination amongst stakeholders regarding Implementation of the Action Plan:</u> The project will foster advocacy and networking with high level leadership to prioritise actions included in the action plan and promote awareness on the direct and indirect effects of compliance with the action plan for the pineapple sector and rural communities. Participation by the private sector will also be incentivised by the Ministry of Agriculture and by big commodity purchasers, such as Walmart and Tesco, who are partners of the National Platform and who may act as champions for the compliance with the action plan by other stakeholders.</p>

¹ How will the company ensure long-term sustainability of the program; how will benefits last beyond program duration

Anticipated impacts: Key Performance Indicators and targets

The project will result in the creation of an enabled environment that caters to the sustainable production of pineapple in Costa Rica. Well established a functional enabling activities i.e. enforced policies, institutional capacity etc, are the backbone of any economic sector. The following impacts will be realised on project exit;

- Improved market conditions for responsible pineapple producers
- Pineapple sector coordinated and aligned to better achieve national priorities;
- Institutional design issues overcome;
- Successful pilot approaches brought to scale through institutionalised systems, and;
- Prohibitive polices identified and steps made to resolve.
- Institutional Arrangements for Pineapple Governance

4. Budget and contributions

Budget (in euro's)	
Total costs	1906016
Total costs for coordination (included in total budget); max 6% of the total budget	9959
Contributions (in euro's)	
Requested contribution from SI-FAV	165984
Contribution Project Applicant	31,072
Contribution Project Partner1: Ministry of Environment of Costa Rica	77,680
Contribution Project Partner 2: Ministry of Agriculture and Livestock	77,680
Contribution Project Partner 3: Dole	1553600 ²

Budget breakdown into activities EUROS

Budget breakdown into activities	Total	Y1				Y2			
		IDH	Government	UNDP	Dole	IDH	Government	UNDP	Dole
Facilitate prioritization process, establishment of multi-stakeholder groups to support implementation of the Action Plan 2013-2017	79840	39920				39920			
Develop a monitoring system for the Action Plan 2013-2017	56185	24180				32005			
Institutionalization of Platform Functions	1760032	10000	77680	15536	776800	10000	77680	15536	776800
Coordination Services 6%	9959	4979				4980			
TOTAL	1906016	79079	77680	15536	776800	86905	77680	15536	776800

² Co finance pledges by government, UNDP and Dole were made in US dollars. Dollars are here estimated as 0.7768 Euro.

Narrative description per line item	
Facilitate prioritization process, establishment of multi-stakeholder groups to support implementation of the Action Plan 2013-2017	Entails convening of platform stakeholders into workshops , administrative services and facilitation services
Develop a monitoring system for the Action Plan 2013-2017	This entails hiring a technical advisor to help stakeholders develop an Action Plan Monitoring system and task force, as well as the costs of workshops.
Institutionalization of Platform Functions	Entails engagement with at least four ministries of the Costa Rica government (Environment, Agriculture, Labour, Health) and leading private sector partners to ensure long term commitments and budgeting to ensure the action plan is implemented and that commitments made regarding this action plan are also
General coordination	This entails mostly the service charges for coordination and administration provided by UNDP in the implementation of donor contributions.

5. Capacities, roles and responsibilities

Project Applicant & Manager

Company capacity and experiences	
Company capacity and experience	<p>UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in 177 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations. UNDP helps developing countries attract and use aid effectively. In all our activities, we encourage the protection of human rights, capacity development and the empowerment of women.</p> <p>UNDP strengthens national capacity to manage the environment in a sustainable manner to advance poverty reduction efforts. Through our country teams in 135 developing countries, we help our partners build their capacity to integrate</p>

APPLICATION FORM FOR CO-FUNDING SUSTAINABILITY INITIATIVE FRUIT AND VEGETABLE (SI-FAV) PROGRAM

	<p>environmental considerations into development plans and strategies, establish effective partnerships, secure resources, and implement programmes to support sustainable, low-carbon, climate-resilient development pathways.</p> <p>UNDP has the ability to strengthen government capacity and bring market players into national dialogue and planning. This will incentivize and enable countries to institutionalize sustainable standards, service delivery systems and policies required for long-term, mainstream and sustainable commodity production.</p>
<p>Summary of team experience (please choose what applies to your company)</p>	<p><input type="checkbox"/> New team that will implement the project</p> <p><input type="checkbox"/> Project team has no project implementation experience in the geographic area(s) impacted by the project</p> <p><input type="checkbox"/> The applicant has a long standing positive relationship with the local communities that will be impacted by the project</p> <p><input checked="" type="checkbox"/> Project team has proven technical capacity to implement this project through a history of successful implementations</p> <p><input type="checkbox"/> Project team leader or other core project staff need to be hired to implement</p>
<p>Brief statement on individuals capacity</p>	<p>The UNDP Country Office will assign six staff members to be responsible for the overall management and supervision of this work. The project will be under the direct supervision of the Environmental Focal Point, a nationally recognized expert in biodiversity and in the promotion of sustainable green commodities, with 10 years of experience both at the country and regional level. The project leader will be continuously supported by the Climate Change international expert (M.Sc in Economics and Environment, with 5 years of experience on low emission climate resilient development strategies in Central America). Additional implementation support for Human Resources and Finance will be provided by three staff members: Operations Manager (MBA with more than 10 years of experience), Procurement Officer, and HR associate (MBA in HR Management and 10 years of experience in HR). Country Office is been supported by UNDP's Regional Centre in Panama, where a Lead Natural Resource Economist and Global Head of the Green Commodities Facility provides technical oversight on programming and implementation for this project.</p>

The project partners

Project partner	
Name and location	Ministry of Agriculture and livestock
Type of organization	Government Ministry
Relevant experience and capacity of the company/organization	The Ministry of Agriculture is responsible for promoting competitiveness and the development of farming and rural areas, in line with environmental protection and productive resources, as a means to promote a better quality of life, allowing economic agents of production, more and better integration into the national and international market.
Main responsibilities in the project	Guide agricultural policy and convene pineapple buyers and producers
Contribution to the project (amount and type of contribution)	100,000 In Kind co-finance, including time of high level Staff (Minister, ViceMinister, Director of International Cooperation, and technical staff)

Project partner	
Name and location	Ministry of Environment
Type of organization	Government Ministry
Relevant experience and capacity of the company/organization	The institution responsible for implementation, management and the administration of biodiversity in Costa Rica is the MINAE (Ministry of the Environment, Energy). This government agency is responsible for the coordination of all issues regarding conservation and natural resources in the country. Managing the National Parks and Wildlife Refuges of Costa Rica, MINAET responded to the growing conservation needs of the country and created 11 Conservation Areas. The department of SINAC (National System of Conservation Areas) oversees and manages the public lands and is headed by a Directorate that provides technical support. There are several other units in MINAET that includes: Costa Rican Technical Unit, Geology and Mining, Meteorology.
Main responsibilities in the project	Guide environmental policy and convene environmentalist groups, and public sector institutions that have a role over sustainable management of natural resources.
Contribution to the project (amount and type of contribution)	100,000 In Kind co-finance, including time of high level Staff (Minister, ViceMinister, Director of International Cooperation, and technical staff)

Description of roles and responsibilities

Roles
<p>The project is guided by a Project Steering Committee (PSC) which is lead by a National director, in this case the Vicepresident of the Republic of Costa Rica. The vicepresident has delegated operational co/directorship to the Ministries of Environment and Agriculture.</p> <p>The responsibilities of the PSC include the following:</p> <ul style="list-style-type: none"> · Promote strategic partnerships, · Give broad strategic orientation, · One representative of the PSC will participate in tripartite reviews of the project · Facilitate dissemination of projects results. <p>The Project Steering Committee will be regularly informed about the</p> <ul style="list-style-type: none"> · Project implementation and achieved results and · Project financial spending <p>The PSC shall regularly issue statements on the project progress issues. The PSC shall meet every three months to review the project matters. The Project Coordinator will take part in those meetings, acting as the Committee Secretary. In every meeting he will take the minutes.</p> <p>PSC members shall be responsible for the supervision of the project in terms of programming, executing, controlling and evaluating the technical and administrative activities, included in the Project Document.</p> <p>The duties of the PSC Directorate are as follows:</p> <ul style="list-style-type: none"> · Overall supervision of the operative and administrative management, evaluating the Project Coordinator and the project performance in the field to produce a successful implementation, according to the criteria and objectives of the United Nations Development Programme (UNDP) and the IDH. · The National Director of the Project will be the link of communication between the PSC and the Project Coordinator, and is responsible for all internal communication within the PSC. · Responsible for high level contacts with relevant Costa Rican and UNDP authorities, regarding operational matters as project execution advances · Supervision and control over budget/financial execution, to guarantee the timely delivery of quality outcomes along the implementation cycle. <ul style="list-style-type: none"> · The PSC will be responsible for obtaining the signature of the designated person for the following documents: (Combined Delivery Report (CDR)(four times a year) and Budget Revisions (initial, substantive, mandatory and final)). · Supervise the formulation of de the Terms of Reference and the equipment specificities in coordination with the Project Coordinator. · The NPD will notify the UNDP CO when the Project is operationally closing its activities, and following in UNDP procedures, the PSC will make sure that the proper final documents get signed by the designated person. <p>The organigram of the project is composed as follows:</p>

