

## Costa Rica (Integrated Work Plan) 2012-2013

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Data as of 26 Jun 2012 6:57 PM GMT

### Outlook and Performance Review

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#### Outlook for 2012

Costa Rica is ranked as a high human development country (2011 HDR) and a middle-income country, with a GDP per capita of US\$7,851 (2010). However, the country faces difficulties to keep its historical gains, showing an increase in inequality (Gini index went from 0.438 in 1990 to 0.492 in 2010, ECLAC). Regarding poverty, for the last 20 years a fifth of the households have been below the national poverty line, what characterizes a structural problem today. In 2011 it increased slightly to 21.6% and extreme poverty to 6.4%. Although growth rebounded from -1% in 2009 to 4% in 2011, it did not secure return of employment to pre-2009 levels. Traditionally around 4.5% and amongst the smallest of LAC, unemployment reached 7.8% in 2011, the most affected being the export led agriculture and manufacturing sectors. Unemployment rates double among women and youth. Also, womens net participation rate is 45.7%, half of the men and are the most affected by underemployment, low wages, low social security coverage and in reconciling work and family life. The 2011 Census shows that demographic trends have changed significantly. Population growth has diminished from an average growth of 2.8%, (1984-2000) to 1.1% (2000-2011). However the positive consequences of this demographic bonus have been impaired by the decrease of opportunities.

The current context is heavily marked by political impasses. In May 2012 the Administration will complete two years, meaning that electoral processes will be part of the country's dynamics. The government will be facing growing pressure to achieve the goals it set in the areas of competitiveness, security, environment and social welfare, but the possibilities of doing so are constrained after the ruling party lost its leading role in Congress due to an alliance among opposition parties. Key decision-making processes are depending on the ability of political parties to handle the new power structure and approve laws, regulations, loan agreements and key legislation in a wide array of strategic topics for the development of the country and overcome impasses for budget allocation for 2012.

Besides, in 2011, it became clear the countrys fiscal problems. The increase in public spending □ social expenditure arouse from 17.3% in 2007 to 22.3% of GDP in 2009 □ coupled with the reduction of public revenue caused a serious fiscal imbalance since 2010 with the deficit reaching 5% of GDP in 2011. With fierce opposition from private sector, liberal professionals and a divided Congress, governmental legal amendment project to raise new taxes is still pending approval.

#### Performance in 2011 and issues arising

As anticipated in the IWP 2011-2012, 2011 was a highly demanding year in terms of internal demands and processes. The year started with the announcement of the CO Audit and an Assessment for Development Results and accordingly, the whole office aligned to prepare and participate in such efforts. Simultaneously, in 2011, a new planning cycle begun, with the rolling out of the UNDAF and the need to prepare a new CPD. The routine dynamics and processes of the office throughout the year were influenced by these processes.

The Program Portfolio of UNDP CR in 2011 is substantive and highly strategic. The CO provided key advise and support in the fields of citizen security, environment , decentralization, minimum wages and risk management. Along with these substantive interventions, the Program Unit working schemes and capacities were revised and strengthened in 2011. A new Programme Assistant was hired and trained to provide enhanced support to the unit and measures were taken to provide a better understanding of the CO planning, monitoring and evaluation processes within UNDP. Regarding the planning process, program officers undertook careful revision of their portfolios, pipelines and expected results for 2011. Weekly follow-up was jointly made of

these results by the heads of Operations and Programs. Audit recommendations were included in business processes, including those related with tracking monitoring efforts. Throughout the year the office was in close communication with the regional evaluation focal point, to review our evaluation objectives and the ADR process.

UNDP took a leading role in advancing efforts related with the achievement of MDGs, including a study to determine the investment that the country has to undertake to comply with its compromise with the MDGs. A MAF project is being conducted with substantive participation and investment by the country office. Other fields of leadership include UNETE and work within the MDG Achievement Fund Joint Programs.

From a Human Resource perspective, talents within the office have been fostered with CO team members participation in the Mid-level Leadership Program and with their inclusion in institutional pools.

The CO complied with excellence in the implementation of IPSAS and made changes in working flows to create space for the recommendation of the Audit mission.

## Development Outcome(s)

### CRI\_OUTCOME11

Encouraging the adoption of human development principles in planning and evaluation at national level

National goal

The National Development Plan and other relevant planning instruments at a national and local level, explicitly provides for a focus on human development (HD) as a main point of reference for national policies.

UNDAF outcome

Capacities and competences strengthened in public institutions and civil society, for the generation of conditions to achieve an inclusive, sustainable, and equitable human development in 2012.

UNDP resources  
(US\$)

Regular 116,700

Other 1,759,265

Programme lifespan

Start year 2008

End year 2012

Primary Affiliation

Secondary Affiliation

Focus Area

Poverty reduction & MDG achievement

Democratic governance

Corporate Outcome

Capacities of national and local institutions enhanced to scale up proven MDG acceleration interventions and to plan, monitor, report and evaluate the MDG progress in the context of related national development priorities

National, regional and local levels of governance expand their capacities to manage the equitable delivery of public services

Outcome Indicators

Indicator Description	Datasource
Key policy documents of the new administration adopt the human development approach	Ministry of Planning National Development Plan National Statistics Institute Ministry of Science and Technology
2010 Baseline	2011 Target
Human development perspective and UNDP CR is well positioned among relevant actors of the country National Development Plan incorporates a human development and MDG perspective	At least one relevant policy paper for national development (National Science and Technology Plan) adopts a human development perspective as a result of the support provided by UNDP Human Development Atlas is published and widely used as a tool for development planning National Human Development Report and complementary materials launched At least one community project is completed as a result of the activities of the Human Development Network On-line database on infant mortality (SINAMI) proves to be a useful tool in the analysis of infant mortality in Costa Rica National Household Survey analysis structure is reviewed and adjusted and key indicators for human development are included

Indicator Description	Datasource
Methodology for the elaboration of local human development plans is widely used by policy makers at the national and local level to guide development processes Local Human Developments Plans are used as the guiding source for the development of cantons	Municipalities Ministry of Planning Ministry of Decentralization National Comptroller Office
2010 Baseline	2011 Target

Human Development Plans for 42 cantons elaborated  
Project evaluation conducted

Depurated methodology  
Plans are known and used to define the priorities of decision makers  
10 New Local Human Development Plans are elaborated with a gender perspective  
Policy papers and decision-making tools at a local and national level validate the use of the planning methodology and the contents of human development plans

## Output Projects

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00077731 Planes cantonales de desarroll

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### Indicator

Metodolog publicada  
10 Planes de Desarrollo Humano Local  
Metodolog de planificaci e institucionaliza a trav de su adopci or parte de instituciones clave

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### Baseline

Elaborados 42 Planes cantonales de desarrollo humano local  
Elaboradas 5 agebdas econ as de las mujeres y 37 Planes estrategicos municipales  
Evaluado proyecto y constatada rigurosidad y pertinencia de la metodolog

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### Result

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### Target

Ten new cantons will have their Local Human Development Plans and Estrategic Municipal Plans designed and validated by local authorities. Also an online course on Local Human Development will be made available in coordination with one of the public universities. This institution (UNED) will also edit and print the manual on the Design and Elaboration of Local Human Development Plans, product of this project.

## **CRI\_OUTCOME12**

Building capacity to generate and use information and knowledge on human development in Costa Rica

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#### National goal

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The National Development Plan and other relevant planning instruments at a national and local level, explicitly provides for a focus on human development (HD) as a main point of reference for national policies.

#### UNDAF outcome

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Capacities and competences strengthened in public institutions and civil society, for the generation of conditions to achieve an inclusive, sustainable, and equitable human development in 2012

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UNDP resources  
(US\$)

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Regular 5,000

Other 1,024,000

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Programme lifespan

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Start  
year 2008

End  
year 2012

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#### Primary Affiliation

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#### Secondary Affiliation

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#### Focus Area

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Poverty reduction & MDG achievement

Democratic governance

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#### Corporate Outcome

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Capacities of national and local institutions enhanced to scale up proven MDG acceleration interventions and to plan, monitor, report and evaluate the MDG progress in the context of related national development priorities

Civil society, including civil society organizations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and policies

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#### Outcome Indicators

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#### Indicator Description

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Number of institutions, local governments and education

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#### Datasource

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Ministry of Planning

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centers using Human Development Reports and complementary materials such as the Human Development Atlas

UNDP

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2008 Baseline

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2011 Target

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N.d

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National Human Development Report 2009 and complementary materials launched, disseminated and in use by governmental and academic institutions  
Victimization module of the National Household Survey becomes a reference point for policy makers in the field of citizen security

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Indicator Description

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Datasource

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Insights of the research on the dynamics of living together in Costa Rica are useful to address a set of difficulties that are interfering with the quality of life of the population

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Reviews  
Media  
Policies

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2010 Baseline

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2011 Target

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Human Development Report on the dynamics of living together under preparation

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Human Development Report launched and disseminated  
Institutions, local governments and education centers using Human Development Reports and complementary materials such as the Human Development Atlas

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Output Projects

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00071377 Informe Nacional de Desarrollo

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Indicator

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Baseline

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NDHR published

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one NHDR and Atlas HD published

Result	Target
	NHDR published and presented, UNidos research project concluded and book published, microtrends research conducted, HDR 2011 case study on Costa Rica completed and published

00080295 Estimacion costeo de los ODM

Indicator	Baseline
-Participation of Technical Unit members in meetings -No. of meetings of the Technical Unit -Published document on MDG Costing for Costa Rica	Previous training activities and studies on MDG Costing.

Result	Target
	Completed MAMS Calibration Development of the third workshop of the Technical Unit Publication on MDG costing for Costa Rica Availability of policy notes prepared by the Technical Unit Consolidation of the Technical Unit

### CRI\_OUTCOME13

Supporting efforts to match the State' s role and operation to the national, regional and international situation

National goal	UNDP resources (US\$)
Among the aims of the institutional reform axis of the National Development Plan, are capacity-building for political leadership, planning of institutional action and improvement of technical and administrative support to inject more flexibility into public service.	Regular 286,000 Other 1,468,000
UNDAF outcome	Programme lifespan
Institutional capacities strengthened at the local and central level for the formulation, execution and evaluation of pertinent, inclusive, participative and equitable public policies and with a human rights focus.	Start 2008



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year

End  
year 2012

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Primary Affiliation

Secondary Affiliation

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Focus Area

Democratic governance

Poverty reduction & MDG achievement

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Corporate Outcome

Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups

Capacities of national and local institutions enhanced to scale up proven MDG acceleration interventions and to plan, monitor, report and evaluate the MDG progress in the context of related national development priorities

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Outcome Indicators

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Indicator Description

Datasource

Planning and budget tools strengthened

Ministry of Planning

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2010 Baseline

2012 Target

Planning tools have limited capacity to achieve long term development goals

Policy documents and legal ammendment documents are designed to foster long term planning and budgeting

## Output Projects

00074538 Fortalecimiento de la planific

### Indicator

-No. of training workshops  
 -No. of MIDEPLAN Employees trained and using the new applications incorporated into the DELPHOS Software platform  
 -No. of consultations to SENPLA, which was made accesible on the MIDEPLAN website.  
 -Proposal of legal regulation for the appropriate functioning of the National Planning System

### Baseline

National Planning System lacks tools for effective and efficient national and regional planning.

### Result

### Target

A management model for the National Planning System and its operational plan will be provided.  
 The draft of a proposal on the legal regulations for the proper function of the National Planning System is being finalized. This draft will incorporate inputs from all the different studies product of this project, and is the last product before the finalization of this project,

## CRI\_OUTCOME14

### Promoting national debate and social dialogue

#### National goal

Among the aims of the institutional reform axis of the National Development Plan, are capacity-building for political leadership, planning of institutional action and improvement of technical and administrative support to inject more flexibility into public service.

UNDP resources  
(US\$)

Regular 100,000

Other 5,700,000

#### UNDAF outcome

Citizen participation strengthened for the observance and compliance of individual and collective rights and duties, as well as an effective incidence in decision making and public policies, specially in vulnerable groups and sectors.

Programme lifespan

Start 2008

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year

End  
year

2012

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Primary Affiliation

Secondary Affiliation

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Focus Area

Democratic governance

Poverty reduction & MDG achievement

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Corporate Outcome

Civil society, including civil society organizations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and policies

Capacities of national and local institutions enhanced to scale up proven MDG acceleration interventions and to plan, monitor, report and evaluate the MDG progress in the context of related national development priorities

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Outcome Indicators

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Indicator Description

Datasource

National Strategy to address citizen insecurity incorporates recommendations and insights produced by UNDP and Joint Programme "Communities without fear, networks for coexistence"

Policy documents

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2010 Baseline

2011 Target

Country lacks comprehensive strategy to address citizen security

National Strategy

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Indicator Description	Datasource
Nine cantons affirm democratic principles and solutions in their strategies and actions aimed at ensuring safety for their communities	Local media Media Policity documents at local level
2010 Baseline	2011 Target
Nine cantons participate in the project "Communities without fear, networks for coexistence"	Coexistence, social fabric and safety are strengthened in nine cantons of Costa Rica

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Indicator Description	Datasource
Cultural policies and activities become tools to foster development and democracy	Ministry of Culture Ombudsman
2010 Baseline	2011 Target
N.D.	Theatre, music and other cultural and recreational activities are used to strengthen human rights and democratic values among communities and populations in social risk

#### Output Projects

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00059123 Teatro y Derechos Humanos

Indicator	Baseline
<ul style="list-style-type: none"> <li>- Number of theatre presentations made in Guatemala and Costa Rica.</li> <li>- Number of pedagogical materials and ICTs tools produced.</li> <li>- An educational proposal, fostering human rights knowledge</li> </ul>	Teen-agers are facing problems such as exclusion of educational opportunities, an increase in poverty that affects them particularly, violence and crime, and lack of perspectives for the future. These problems are set in a

through participatory methodologies, is prepared.

scenario that criminalizes this social sector. It is therefore urgent to work on a human rights education that allows recuperating values and legitimating new cultural and democratic practices.

Result

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Target

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Organization of a National Festival in Guatemala with the participation of the local theater groups with which the project has been working.  
Sistemization of good practices and lessons learned from the Costa Rican component of the project. And systematization of the Guatemalan component as well.  
Organization of an international meeting to share at a Latin American level, all the good practices, learned lessons and experiences of the project

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00062155 Cultura y Desarrollo

Indicator

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Resource Center for the promotion of interculturalism and creative industries is working.

Botanical garden and organic vegetable garden are duly equipped.

Rehearsal and capacity-building spaces are duly equipped.

Technological spaces for creative and artistic activities are duly equipped.

Result

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Baseline

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Suburban and rural communities are not empowered regarding their expressions of identity, social capital, the exercise of cultural rights and the sustainable use of their cultural resources.

Target

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Finalization of equipment of the CTAV (Centro de Tecnología y Artes Visuales) at the Parque la Libertad.  
Finalization of installation of all the furniture and equipment acquired for the CTAV.

Ensuring the sustainability of the project, through the engagement of different national institutions, such as INA, DINADECO, and of course, the Ministry of Culture. Also, UNDP is mediating a request of funds for a project which will promote the technical education of young mothers, through UNDEF.

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#### 00070216 Uso software libre fortalecimi

##### Indicator

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- Use of public software is disseminated having recourse to a fair with key stakeholders.
- Free software options are identified for small and medium enterprises and for local governments.
- Capacity-building and sustainability activities are developed for targeted users.
- Necessary technological infrastructure is developed.
- Capacity-building is provided to small and medium enterprises wanting to develop commercial activities with public software.

##### Baseline

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Small and medium enterprises, as well as local governments, have limited recourse to free software.

##### Result

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##### Target

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Publication of materials about FOS  
Conduct a study of the use of FOS in Public Administration  
Analyze the case study of the use of FOS in the Comptroller General Office  
Analysis of the public sector normative and its possibilities to balance the investment in IT.  
International Meeting on the uses of FOS in academic, public administration and private sectors.

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#### 00071602 Redes para la convivencia, Com

##### Indicator

##### Baseline

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Índice de seguridad ciudadana para cada uno de los cantones participantes

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Cantones participantes muestran niveles preocupantes de homicidios, robos y hurtos y violencia doméstica

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Result

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Target

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Local institutional capacities were strengthened in 9 cantons, for the implementation of POLSEPAZ.  
9 Local Coexistence and Citizen Security local plans implemented.  
Legislative discussion for the reformulation of the Weapons and Munitions Law promoted  
Cantonal data bases on violence prevention made available for local users  
Results for the county survey on Victimization and Violence Prevention 2011 disseminated  
Update of the cantonal and county diagnostics on Citizen Security and Violence Prevention  
Implementation and dissemination of a tool for the control of risk factors for felonies and violence  
Dissemination of a demonstrative experience on school reinsertion  
Strengthened capacities of personnel of Police Preemptive Programmes  
Development of a methodology for the prevention of drug use with a community base  
Implementation of a national strategy on communication for the prevention of violence  
Strengthen Justice Houses  
Improved local capacities for alternative dispute resolution

## **CRI\_OUTCOME15**

Encouraging the equitable distribution of wealth and opportunities at national and regional level

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National goal

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The social policy axis of the National Development Plan gives priority to reducing poverty and inequality, increasing service coverage, quality and relevance of public education and the transition from treating illness to promoting prevention.

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UNDP resources  
(US\$)

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Regular 170,000

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UNDAF outcome

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Capacities and competences strengthened in public institutions and civil society, for the generation of conditions to achieve an inclusive, sustainable, and equitable human development in 2012

Other 1,780,000

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Programme lifespan

Start year 2008

End year 2012

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Primary Affiliation

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Secondary Affiliation

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Focus Area

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Poverty reduction & MDG achievement

Democratic governance

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Corporate Outcome

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Capacities of national and local institutions enhanced to scale up proven MDG acceleration interventions and to plan, monitor, report and evaluate the MDG progress in the context of related national development priorities

Strengthened national, regional and local level capacity to mainstream gender equality and womens empowerment in government policies and institutions

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Outcome Indicators

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Indicator Description

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Social Well Being strategy adopts an effective multidimensional approach aimed towards the reduction of poverty, social exclusion and inequality

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Datasource

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Draft ammendments  
Policy documents of the Ministry of Social Well-being and the Institute of Social Support  
Presidential Council



2010 Baseline	2011 Target
New administration seeks support from UNDP to elaborate Social Well-being strategy Social Well-being strategy and indicators set	Relevant information and studies provide insight for policy guidelines (unidos por Costa Rica and Labor Market Observatory)

Indicator Description	Datasource
Key aspects for the reduction of poverty, social exclusion and inequality are addressed by national institutions with the support of UNDP	Policy documents Media Databases

2011 Baseline	2011 Target
Collaboration processes with Ministry of Labor, Ministry of Economy and the National Institute for Statistics and Census underway	Impact of minimum salary legislation enforcement on poverty, inequality and unemployment studied Vulnerability to international economic crisis and possible responses of the government discussed Relevant actors of development use a human security approach to tackle in a integrated manner problems of poverty, exclusion, and various forms of insecurity

Indicator Description	Datasource
Poverty reduction, social exclusion and inequality are tackled by means of regional development strategies	Policy papers Databases and indicators

2011 Baseline	2011 Target
Brunca region indicators show the highest levels of poverty and unemployment in the country Few comprehensive development initiatives operate in the region	Sustainable tourism route designed for the Brunca region Economic linkages strategy designed for selected industries in the Brunca region

Indicator Description	Datasource
Corporate Social Responsibility in Costa Rica promoted to improve the fulfillment of labor rights and the reduction of poverty and social exclusion	Network of Global Compact Corporate strategies Database
2011 Baseline	2012 Target
Existing initiatives of Social Responsibility	National Global Compact Network consolidated Four principles of Global Compact promoted

#### Output Projects

00072392 Desarrollo y Sector Privado -

Indicator	Baseline
Human development in the Brunca region is promoted as a result of the design and implementation of a strategy aimed at fostering sustainable tourism and employment.	The Brunca region, where poverty and unemployment are concentrated, lacks policies to foster the development of its cantons.
Result	Target
	Competitiveness Council consolidated Model of competitiveness operating in cantons Small and Medium Business articulated and linked according to competitiveness model Etnotourism network Designed and approved the region trademark Local governments strengthened through local development plans with a geographical and territorial perspective, competitiveness and etnotourism.

00075988 Seg.Humana-conformado equipo t

Indicator	Baseline
A task force composed of: project coordinator, protect officer, and administrative support. An annual plan elaborated.	

Result	Target
	A task force (IIHR-UNDP) established for developing the project on human security, with an annual plan.

00076009 Seg.Humana-Mapeo agendas segur

Indicator	Baseline
Four working papers elaborated.	

Result	Target
	Studies on multilateral agendas presented in workshop and published

00076011 Seg.Humana-Modelo capacitaci□td>

Indicator	Baseline
A document on how to do the training elaborated and a training workshop carried out.	

Result	Target
	A training model designed and validated in a training workshop.

00076012 Seg.Humana-Material de divulga

Indicator

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Publications and web site.

Baseline

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Result

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Target

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Key and updated outreach and training material on human security in Latin America produced and distributed. (on-going)

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00076013 Seg.Humana-Propuesta lineamien

Indicator

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A document with guidelines approved by the Advisory Council.

Baseline

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Result

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Target

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Practical guidance to the United Nations Trust Fund for Human Security on the priorities of Latin America on human security.

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00078224 Observatorio del Mercado Labor

Indicator

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-No. of publications  
-Systematization of Minimum Wage Campaign  
-International Seminar on Minimum Wage Policies

Baseline

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Previous experience of the "Observatorio del Empleo" and "Observatorio del Mercado Laboral"

Result

Target

Systematization of the first year of the Minimum Wage Campaign concluded, report on the international seminar on minimum wage policies and potential impacts on poverty and inequality completed and published, interinstitutional coordination improved for the discussion of a national labour policy

## CRI\_OUTCOME16

Helping to strengthen and build the capacity of relevant entities in the environmental and energy sectors

### National goal

The environment, energy and telecommunications axis includes integrated management of water resources, preservation and exploitation of biodiversity, making protection of forest areas more effective, protecting the climate and air quality, and improving the institutional and legal framework.

### UNDAF outcome

Institutional changes and citizen's practices lead to a healthy, equitable, safe and ecologically balanced environment and a sustainable handling of resources, within a territorial plan.

UNDP resources  
(US\$)

Regular 200,000

Other 6,500,000

Programme lifespan

Start year 2008

End year 2011

Primary Affiliation

Secondary Affiliation

Focus Area

Environment & sustainable development

Democratic governance

Corporate Outcome

Development plans and programmes integrate environmentally sustainable solutions in a manner that promotes poverty reduction, MDG achievement and low-emission climate-resilient development

National, regional and local levels of governance expand their capacities to manage the equitable delivery of public services

#### Outcome Indicators

Indicator Description	Datasource
Estrategia Nacional de Biodiversidad en proceso de actualizaci□	Informes, Documento de Estrategia
2010 Baseline	2011 Target
Estrategia Nacional de Conservaci□ Uso Sostenible de la Biodiversidad (ENB) 2000-2005	Elaborar documento preliminar de la Estrategia Nacional de Biodiversidad actualizada
Indicator Description	Datasource
Dos PIF de la cartera STAR del GEF 5 en biodiversidad formulados	Informes, Documentos
2010 Baseline	2011 Target
Cartas de endoso firmadas	Elaborar dos documentos PIF de la cartera del GEF 5 en biodiversidad
Indicator Description	Datasource
Dos PRODOC de la cartera STAR del GEF 5 en biodiversidad en proceso de formulaci□	Informes, Documentos

2011 Baseline	2011 Target
Cartas de endoso firmada Dos PIF en proceso de elaboraci	Formular dos documentos de PRODOC preliminares

Indicator Description	Datasource
PRODOC Consolidaci de las Areas Marinas Protegidas de Costa Rica aprobado	Documento de PRODOC, correspondencia GEF

2010 Baseline	2011 Target
Borrador de PRODOC	Obtener la autorizaci para iniciar ejecuci antes de diciembre 2011

Indicator Description	Datasource
Proyecto para elaboraci de la Tercera Comnicaic acional elaborado	Documento de Proyecto, Informes

2011 Baseline	2011 Target
Proyecto en formulaci	Elaborar documento de proyecto para la elaboraci de la Tercera Comunicaci acional

Indicator Description	Datasource
PRODOC de Capacity building for mainstreaming MEA objectives into inter-ministerial structures and mechanisms (CB2) en proceso de formulaci	Informes, documento

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**2010 Baseline**

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PIF y PPG elaborados

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**2011 Target**

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Diseño documento de PRODOC preliminar

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**Output Projects**

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00036935 Isla del Coco - Biodiversidad

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**Indicator**

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Plans and strategies; Monitoring and training materials

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**Baseline**

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N.d.

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**Result**

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**Target**

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The final evaluation has been realized and approved.  
Technical and financial closure of the project,

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00056040 PIMS 3423 FS: CRs Protected A

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**Indicator**

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The 15 Outcome Indicators are:  
" Degree of adoption of a National PA System Policy, which (i) defines the PA System; (ii) is based on the GRUAS II-promoted eco-regional approach; (iii) defines a new sub-system for marine and coastal areas; and (iv) defines how to integrate ecosystem functions into Costa Ricans territorial planning.  
" Degree of adoption of priority sites for re-classification and demarcation to achieve 10% coverage of each ecosystem/vegetation type to ensure conservation of globally significant ecosystem biodiversity.  
" Degree of preparation and implementation of project-supported SINAC Strategic Planning Tools (SINAC Strategic Plan and related PA System Action Plan).

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**Baseline**

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Several terrestrial and aquatic ecosystems in Costa Rica are currently under-represented in existing PAs. These include:  
- Under-representation of semideciduous lowland forests and dry tropical forest  
- Under-representation of coastal and marine ecosystems.

Final report from GRUAS II available after October 2006 defining conservation priorities of Costa Rica as a basis for a national policy and a strategic plan for PAs.  
The METT baseline for the 25 sample PAs were:  
- 8 High  
- 8 Medium  
- 9 Low  
National and Regional Councils for Conservation Areas,



- " Degree of institutional re-profiling process of SINAC personnel at central and regional levels as per new SINAC Strategic Plan and PA System Action Plan.
- " Degree of implementation of an Integrated Knowledge Management System (KMS) and its level of integration of financial, ecological and sustainable tourism data.
- " An Optimum Visitors Fee Policy, introducing a sliding scale for park entry fees with differentiated rates for nationals and foreign visitors.
- " % increase of the UNDP-GEF Financial Scorecard (see attachment after Logical Framework).
- " Amount of unresolved land tenure conflicts within PA System.
- " Level of service provision to tourists, condition of the infrastructure within and accessibility of the 10 most visited PAs within the PA System.
- " Number of public-private Concession Agreements for provision of non-essential services developed and functioning within the pilot PAs and buffer zones in priority areas for biodiversity conservation.
- " Number of Co-management Arrangements operating effectively and level of capacity of PA staff in Pilot Sites to involve and work together with local stakeholders, such as local entrepreneurs, municipalities and indigenous organizations.
- " Level of multi-stakeholder consultation and coordination carried out through PA System bodies in all 11 Conservation Areas (CAs).
- " Development of a model for public-private Concession agreements for provision of non-essential services and degree to which it is up-scaled throughout the whole PA System in priority areas for biodiversity conservation.
- " Development of a model for public-private partnerships established between municipalities and eco-tourism operators for building and maintaining biological corridors and degree to which it is up-scaled throughout the whole PA System in priority areas for biodiversity conservation.

Network of Biological Corridors, Inter-disciplinary Commission on the Exclusive Economic Zone of Costa Rica are already-established mechanisms, which can help to operationalize cross-cutting environmental policies into other sectors.

Result

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Target

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Financial strategy, plan of action adopted  
 Business plan elaborated  
 Master Plan and reclassification of protected areas  
 Protected Areas Policy disseminated  
 " Efectuar las acciones correspondientes para la oficializaci3n y publicaci3n del Plan de Capacitaci3n nivel de SINAC.

" El establecimiento de un sistema de informaci3n geogr3fica para la consolidaci3n de las reas Protegidas legalmente constituidas e incorporadas.

" Fortalecidas las capacidades t3cnicas y de planificaci3n estrat3gica y territorial del sector ambiental.

" Sistematizadas las experiencias de participaci3n local en las reas protegidas del rea de conservaci3n ortuguero ACTO, disponibles para ser replicadas.

" Elaborada la estrategia de comunicaci3n y mercadeo para el SINAC.

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00075837 ELABORACION DE PIFs DE CAMBIO

Indicator

Documents elaborated to be presented to GEF SEC for approval

Baseline

The fifth replenishment of GEF provided funds to governments under the STAR model, country office allocated funds to elaborate the PIFs

Result

Target

PIF and PPG for the wetland project prepared and presented to GEF. PIF and PPG for the Cross Cutting Capacity Building project prepared and presented to GEF

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00076648 Plan de Trabajo para la Gestid>

Indicator	Baseline
<p>Document of Communication Strategy</p> <p>Number of consulted sectors and documented workshops that were part of the participatory consultation</p> <p>Number of technical personnel who was consulted</p> <p>Document of Plan of Action</p> <p>Number of institutions who formally participate of this process</p> <p>Number of official liason members in governmental bodies</p> <p>Coordination institution officialized</p> <p>Number of liason members trained</p> <p>Office has been equiped</p>	<p>The Climate Change Directorate of the Ministry of Environment (MINAET) was created at the 2010. It has a reduced budget and staff. It is responsible for promote climate change initiatives and national actions. The government has requested support to elaborate its Plan of Action.</p>
Result	Target
	<p>A web page is made available and prepared to allow MINAET and the Directorate of Climate Change to have an institutional presence on the web</p>

00077425 Plataforma Nacional de Produc

Indicator	Baseline
<p>Intersectorial agreement about a responsible production and trade of pineapple, reduces the negative impacts and enhances environmental and social benefits.</p> <p>Percentage of people involved in the productive chain of pineapple in CR officialize their commitment to follow a model of responsible production and trade.</p> <p>As part of the production and trade model, there is a plan of joint actions.</p> <p>Percentage of people involved in the productive chain in Costa Rica who participate in the implementarion of the Plan of Actions.</p> <p>100% of the necessary budget to implment the responsible model is guaranteed through various sources.</p>	<p>Dialogue about pineapple production among environmental orgnizations, ptoducers, governmental authorities and affected communities has been broken. Governing structures about pineapple production are weak and they do not involve all stakeholders and their effects.</p>

Result

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Target

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Working Groups meet and work on the achievements of agreed outputs, to be approved later by the plenaries. A new Working group on labour issues is set and working effectively, with the continuous participation of all key stakeholders. Strengthening of private public partnerships, in particular with retailers, consumers associations and local producers,

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00078129 PIMS 4259 - Consolidating Cost

Indicator

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Baseline

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Result

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Target

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Staff (coordinator and financial assistant) is hired and effectively working on the project. Inception workshop realized in the first trimester of the year. Annual work plan prepared, highlighting priorities and activities as included in the PRODOC

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00079305 Fifth Operational Phase of GEF

Indicator

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Baseline

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Result

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Target

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00079904 PROCESO DE PREPARACION DE COST

Indicator

Baseline

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Result

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Target

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Financial and technical closure of the project

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00081877 PIMS 4821 National Biodiversit

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Indicator

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Baseline

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Result

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Target

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00082691 Transp. y rendici□e cuentas

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Indicator

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Baseline

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Result

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Target

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00082727 PIMS 4966 Conservation Wetland

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Indicator

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Baseline

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Result

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Target

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## CRI\_OUTCOME17

### Strengthening mechanisms for prevention of, adjustment to and mitigation of climate change

National goal	UNDP resources (US\$)
Among the aims of the institutional reform axis of the National Development Plan, are capacity-building for political leadership, planning of institutional action and improvement of technical and administrative support to inject more flexibility into public service.	Regular 1,045,000
UNDAF outcome	Other 6,710,000
Institutional changes and citizen's practices lead to a healthy, equitable, safe and ecologically balanced environment and a sustainable handling of resources, within a territorial plan.	Programme lifespan
	Start year 2008
	End year 2011

Primary Affiliation	Secondary Affiliation
Focus Area	
Environment & sustainable development	Crisis prevention & recovery
Corporate Outcome	
National and local governments and communities have the capacities to adapt to climate change and make inclusive and sustainable environment & energy decisions benefitting in particular under-served populations	National and local institutions have the capacities to reduce the impact of disasters, especially climate change related disasters, on vulnerable communities

#### Outcome Indicators

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Indicator Description

Datasource

Plan Nacional de Cambio Climático en proceso de formulación

Infomes, Documentos

2010 Baseline

2011 Target

Formulada Estrategia Nacional de Cambio Climático.  
ENCC no tiene plan de acción

Elaborar documento preliminar de Plan Nacional de Cambio Climático

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Indicator Description

Datasource

Un PIF de la cartera STAR del GEF 5 en cambio climático formulado

Informes, documento

2010 Baseline

2011 Target

Firmada carta de endoso

Elaborar documento PIF de la cartera STAR del GEF 5 en cambio climático

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Indicator Description

Datasource

PRODOC en cambio climático de la cartera STAR del GEF 5 en proceso de formulación

Informes, documentos

2010 Baseline

2011 Target

Carta de endoso firmada  
PIF en elaboración

Elaborar documento de PRODOC preliminar

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Indicator Description

Datasource

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PRODOC de Integrated PCB Management in Costa Rica en proceso de formulaci□

Informes, documentos

2010 Baseline

2011 Target

PIF y PPG elaborados y en proceso de aprobaci□

Elaborar documento preliminar de PRODOC

Indicator Description

Datasource

Informe de arquitectura financiera e institucional para el cambio climpco revisado y editado

Informes, documento

2010 Baseline

2011 Target

Gobierno de Costa Rica no dispone de un an□sis de la arquitectura institucional y financiera necesarias para hacer frente al cambio climpco.

Elaborar documento con informe de arquitectura financiera e institucional para el cambio climpco revisado y editado

#### Output Projects

00012093 ALTERNATIVAS BROMURO DE METILO

Indicator

Baseline

ODP-tons methyl bromide

(1995-1998) 342.5 ODP-tons (570.8 tons) excluding QPS  
(1998-2000) 426.9 ODP-tons (711.5 tons) excluding QPS

ODP: Ozone-Depleting Potential.

ODP factor to Methyl Bromide = 0.6

290 BM \*0.6 = 174 ODP



Result	Target
	<p>To strengthen bioproduction operation of biological controllers</p> <p>To implement and consolidate the use of biological technologies to replace bromide.</p> <p>Knowledge sharing with similar successful experiences</p>

00050949 PIMS 2819 FS:CR Energy Efficie

Indicator	Baseline
<p>10% penetration of highly EE technologies in the industrial and commercial sectors by year 5.</p> <p>Capturing a reduction of 1,377 GWh in total electricity savings over 20-year period.</p> <p>GHG emission reductions over 5-year period of 33,264 tons of CO<sub>2</sub>, both directly and indirectly.</p> <p>Increased number of EE investments by year 5.</p>	<p>Increase on demand for electric power in all seven countries has grown at average growth rates of 6-10% per year in the last decade</p> <p>The installed capacity in the region is increasingly based on fossil fuels. In the last 5 years, about 1,300 MW were added to the total capacity in the region, of which 800 MW are based on fossil fuels</p>

Result	Target
	<p>Final evaluation to be realized.</p> <p>Financial and technical closure of the project</p>

00060099 COS/PHA/52/INV/37 - Terminal P

Indicator	Baseline
<p>Quantity and quality of technical assistance for the sectors of Mobil Air Conditioning and refrigeration to convert to the Drop-in alternative.</p> <p>Number of beneficiaries of the incentive programme to convert the refrigeration systems of the fishing fleet.</p> <p>Actions to strengthen the imports tax and illegal trade prevention systems.</p>	<p>CFC = 250.17 Tones (1995-1998 consumption)</p>

Monitoring and control of phase-out of CFCs.

Result

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Target

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00061152 Vulnerabilidad y adaptacion Si

Indicator

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Baseline

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% of territorial planning that incorporate criteria about conservation and natural resource management. Updating and training programs. % of emergency committees which have access to information about the tendencies and adaptation measures to climate change.

Result

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Target

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Preparation and launch of several reports related to vulnerability and water such as:  Vulnerability and future risks b) Adaptation measures in the water sector c) Inclusion of adaptative elements in the Water resources integrated management plan d) Case study in 5 cantones with low HDI Technical and financial closure of the project

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00071460 Preparacion de plan HPMP HCFC

Indicator

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Baseline

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National management plan for the elimination of HFC in Costa Rica elaborated following the guidelines of the Montreal Protocol. Plan approved by national authorities and the Montreal Protocol.

Costa Rica committed to eliminate HFC and needed a management plan.

Result

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Target

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Financial and technical closure of the project

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00074881 COGO VIII - Ampliaci3el Pro

Indicator

Baseline

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Costa Rica reaches internationally established schemes to reduce ODS consumption, and settles the legal and policy framework to ensure the elimination of this substances and to ensure they will not be reintroduced after phase-out.

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Costa Rica ratifies its commitment to eliminate use of ODS by ratifying the Montreal Protocol

Result

Target

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Preparation for activities to be executed by COGO IX.  
Financial and technical closure of the project

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00075820 PIMS 4496\_Tercera Comunic Nac

Indicator

Baseline

Result

Target

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00079591 PIMS 4092 Integrated PCB Manag

Indicator

Baseline

Result

Target

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PRODOC prepared and sent to GEF for its approval

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00080383 Apoyo al Fortalecimiento Direc

Indicator

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Baseline

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Result

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Target

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A communication strategy has been set up for the Directorate of Climate change, with the production of short videos and multimedial material (such as Tablet applications, radio and television ads)

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00081565 COS/PHA/64/INV/45 Elim consumo

Indicator

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Baseline

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Result

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Target

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00081566 COS/PHA/64/INV/46 Elim. HCFC

Indicator

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Baseline

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Result

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Target

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00082841 COGO IX\_Fortalec Institucional

Indicator

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Baseline

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Result	Target
00083217 IP-Fomento de Capacidades en D	
Indicator	Baseline
Result	Target

### CRI\_OUTCOME18

Helping to develop and strengthen a national risk management system

National goal

Among the aims of the institutional reform axis of the National Development Plan, are capacity-building for political leadership, planning of institutional action and improvement of technical and administrative support to inject more flexibility into public service.

UNDAF outcome

Institutional changes and citizen's practices lead to a healthy, equitable, safe and ecologically balanced environment and a sustainable handling of resources, within a territorial plan.

UNDP resources  
(US\$)

Regular 50,000

Other 1,000,000

Programme lifespan

Start year 2008

End year 2012

Primary Affiliation	Secondary Affiliation
Focus Area	

Crisis prevention & recovery

Poverty reduction & MDG achievement

Corporate Outcome

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Capacities of national and local institutions enhanced to scale up proven MDG acceleration interventions and to plan, monitor, report and evaluate the MDG progress in the context of related national development priorities

Outcome Indicators

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Indicator Description

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Sistema Nacional de Gestióel riesgo recibe apoyo del PNUD

Datasource

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Informes

2010 Baseline

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PNUD define lineamientos para fortalecer su oferta institucional en gestiÓel riesgo

2011 Target

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Desarrollar acciones que contribuyan a la implementaciÓel Plan Nacional de Gestióel Riesgo

Indicator Description

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Al menos un proyecto adicional en gestiÓel riesgo de desastres diseÓ y gestionado

Datasource

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Informes, pipeline PNUD

2010 Baseline

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Un proyecto en recuperaciÓemprana inicia ejecuciÓ

2011 Target

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DiseÓ y gestionar al menos un proyecto adicional en gestiÓel riesgo de desastres adicional

Output Projects

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00074389 De la recuperacion al desarrol

Indicator

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Zonification of risks available for public use in five local governments  
Criteria and mechanism to integrate risk management in the governing plan of 5 local governments.  
10 Local Risk Management Plans elaborates in 10 vulnerable communities of 5 local governments.  
Agenda of joint collaboration among the CNE and 5 local governments for the implementation of Local Risk Management actions in 10 affected communities.  
Campaign to promote tourism in affected locations in media.  
5 Local governments implement actiosn to reactivate tourism and design promotional materials.  
Framework to support reinsertion in labor force established in 10 communities, including technical and financial assistance for entrepreneurs, especially for womens groups.  
Training programs for capacity development target women in particular.  
Vulnerable locations with risks of landslides implemented environmental restoration activities.  
Communities surrounding a high risk watershed have access to information to activate early warning systems and organize and coordinate response.  
Basic environmental management plans designed for 5 local governments.  
Tools for the analysis of vulnerabilities and improvement of water pipes of 5 ASADAS are developed.

Result

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Zonification of risks and hazards in digital and printed maps available for public use in five local governments and their particular webpages  
Methodology to integrate risk management in the governing plan of 5 local governments

Baseline

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Cinchona earthquake 2009 affects communities in the regions of Alajuela, Heredia, Poas, Sarapiqui, and Santa Barbara

Target

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Five regions affected by the Cinchona Earthquake reactivate their livelihoods and promote sustainable development

10 Local Risk Management Plans elaborated in 10 vulnerable communities of 5 local governments  
 Agenda of joint collaboration established among the CNE and 5 local governments for the implementation of Local Risk Management actions of 10 affected communities  
 Definition of a regional tourism strategy and identity for Alajuela, Heredia, Poas, Sarapiquí and Santa Barbara  
 Elaboration of interactive tourism map with information about tourist activities and businesses of the region  
 Technical and financial assistance for 37 entrepreneurship projects (25 initiatives with productive approach and 12 with environmental approach)  
 Training programs for capacity development executed, targeting women in particular, are executed and documented  
 Vulnerable locations in Sarapiquí implement environmental restoration activities, community organization for early warning system  
 Basic environmental management plans designed for 5 local governments.  
 Tools for the analysis of vulnerabilities and improvement of water pipes of 9 ASADAS are developed

00077281 Planificación de la recuperación

Indicator

Document about the interinstitutional intervention plan formulated and validated. Meetings, workshops and trainings to coordinate actions documented. Number of field visits.

Result

Land planning proposal with risk management considerations approved for Parrita  
 Land planning proposal for the American Area of Quepos to include risk management considerations  
 Capacity development activities with the local associations managing the aqueducts of Parrita and Aguirre

Baseline

Governmental institutions requested technical assistance to coordinate recuperation actions in the locations affected by the 2010 floods occurred due to Thomas Storm.

Target

Elaboration of the necessary coordination plans to ensure timely and effective intervention of governmental institutions in the region affected by floods in 2010.



Coordination actions to implement the recovery plan for the affected zone documented

## CRI\_OUTCOME19

Supporting the formulation, implementation, and evaluation of standards and policies for gender equity and equality.

### National goal

A national gender equity and equality policy which complements priorities for remedying the inequality between women and men, includes among government priorities the strengthening of institutions to advance gender equity and equality and improves the terms on which women enter the labour market.

UNDP resources  
(US\$)

Regular 75,000

Other 100,000

### UNDAF outcome

Capacities and competences strengthened in public institutions and civil society, for the generation of conditions to achieve an inclusive, sustainable, and equitable human development in 2012

Programme  
lifespan

Start  
year 2008

End  
year 2012

### Primary Affiliation

### Secondary Affiliation

### Focus Area

Poverty reduction & MDG achievement

Poverty reduction & MDG achievement

### Corporate Outcome

Inclusive growth and social equity promoted through pro-poor macroeconomic and fiscal policies that support income, employment and social protection of youth, women and vulnerable groups in a sustainable way

Inclusive growth and social equity promoted through pro-poor macroeconomic and fiscal policies that support income, employment and social protection of youth, women and vulnerable groups in a sustainable way

## Outcome Indicators

Indicator Description	Datasource
Institutional arrangements to foster gender equality	Instituto Nacional de las Mujeres
2007 Baseline	2011 Target
National Gender Policy Approved	Practices, mechanisms, plans or policies adapted to meet the goals defined in the National gender Policy
Indicator Description	Datasource
Electoral authority sets actions to enable political parties to comply with gender parity demands included in the new electoral code	National Electoral Authority (Tribunal Supremo de Elecciones)
2010 Baseline	2011 Target
Electoral Code	Gender equality is favoured with the operationalization of new electoral rules

## Output Projects

Indicator	Baseline
<ul style="list-style-type: none"> <li>-Sistematization of the UTIEGs experience with gender mainstreaming in Congress</li> <li>-Formulation of a gender mainstreaming policy for Congress</li> </ul>	Experience of the UTIEG (Technical Gender Unit) and previous efforts to institutionalize a gender mainstreaming policy in Congress.

Result

Target

Gender Mainstreaming and action plan for a Policy on Gender Equality and Equity in Congress (Asamblea Legislativa) developed. Under this process a sistematization of experiences of the UTIEG (Gender technical unit of Congress), and a diagnostic tool to identify strenghs and weaknesses in the daily work of Congress.

## CRI\_OUTCOME20

Supporting processes for the empowerment and independence of women

National goal

Sociocultural Practices

UNDAF outcome

Sociocultural practices capable of transmitting and legitimating equitable and non-discriminatory relationships and of promoting respect and compliance with human rights in spaces of socialization, use of public space and the media, have been adopted

UNDP resources  
(US\$)

Regular 78,000

Other 100,000

Programme  
lifespan

Start  
year 2008

End  
year 2012

Primary Affiliation

Secondary Affiliation

Focus Area

Democratic governance

Poverty reduction & MDG achievement

## Corporate Outcome

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Strengthened national, regional and local level capacity to mainstream gender equality and womens empowerment in government policies and institutions

Capacities of national and local institutions enhanced to scale up proven MDG acceleration interventions and to plan, monitor, report and evaluate the MDG progress in the context of related national development priorities

## Outcome Indicators

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### Indicator Description

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Programs underway to foster the empowerment of women

### Datasource

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Instituto Nacional de las Mujeres

### 2007 Baseline

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Gender Empowerment Index 2007

### 2011 Target

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Employment and training oportunities for women

## Output Projects

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00080005 M□o Paridad/Capacitaci□td>

### Indicator

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-Training module for political parties on gender parity designed and validated

### Baseline

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Political parties are filling gender parity quotas without the proper understanding of the law.

### Result

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### Target

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Development of a Gender Parity training module for political parties. In cooperation with Supreme Electoral Court, this core course will allow political parties to properly implement the 2010 Parity and Alternation Law.

## Risks

### CRI-2008-7 Constraints for government co-sharing

Likelihood	Risk Impact	Owner	Confidentiality	Escalated	Status
Very likely	Critical		General Access	No	Continue monitoring
Potential Impact			Response		
In 2011 UNDP conducted a comprehensive legal assessment which showed that the constraints for co-sharing are not legal but an expression of the prevailing institutional culture. The CO has worked towards creating a better understanding of the implications of the Standar Basic Agreement and the POPP. Several counterparts have expressed interest and willingness in working with the CO to create conditions for co-sharing. A key target if the Minister and the Ministry of Finance.			The office is carrying out a comprehensive legal assessment to provide support to the efforts carried out by the office to have access to national co-sharing and the execution of loans.		

### CRI-2008-4 Limited availability of cooperation

Likelihood	Risk Impact	Owner	Confidentiality	Escalated	Status
Likely	Critical		General Access	No	Continue monitoring
Potential Impact			Response		
Costa Rica is not a priority for development cooperation because of the favorable average development indicators that the country presents. In 2012 the CO will continue to experience the presuure to access resources in an international and national context with even more scarce resources.			Design and implement a resource mobilization strategy for the period 2010-2012 Strengthen on-going alliances with donors		

### CRI-2012-15 Budget cuts for the Resident Coordinator Office and UN Agencies

Likelihood	Risk Impact	Owner	Confidentiality	Escalated	Status
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Likely	Severe	General Access	No	Requires action
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Potential Impact	Response
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Cuts in budgets represent further challenges to coherence and joint programming of the Country Team and increasing burden to UNDP.	UNCT 2012 plan includes mobilization strategy to ensure a working platform for the Resident Coordination Office and the UNCT.
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**CRI-2008-8 External economic factors: exchange rate fluctuation.**

Likelihood	Risk Impact	Owner	Confidentiality	Escalated	Status
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Likely	Severe	General Access	No	Continue monitoring
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Potential Impact	Response
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Revaluation of the colon in the last three years represents over 11% cumulative. In December 2011 it reached a level of 500 colones per dollar, comparable to that experienced three years ago. Expert forecasts about exchange rates estimate that during 2012 the exchange rate will remain around 500 colones per dollar.	Protect budget allocations, defining special mechanisms to handle the exchange rate.
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**CRI-2008-1 Financial Sustainability based on efforts to assure and maintain the Corporate Goal of 18 months of XB reserve.**

Likelihood	Risk Impact	Owner	Confidentiality	Escalated	Status
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Moderately likely	Critical	Argus Senior Managers	No	Continue monitoring
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Potential Impact	Response
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7 FT contracts are funded by XB resources.	XB reserve months at the end of 2011 was 22.
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**CRI-2010-14 Office effectiveness to respond the increase of the portfolio and government technical demands**

Likelihood	Risk Impact	Owner	Confidentiality	Escalated	Status
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Likely	Moderate	General Access	No	Requires action
Potential Impact		Response		

The office has difficulties to handle recent increase in the number and size of projects and of government demands and requests for support.

Revision and updating of the MCT recommendations for 2006.

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#### CRI-2008-6 Restrictions in the implementation of HACT Policies

Likelihood	Risk Impact	Owner	Confidentiality	Escalated	Status
Unlikely	Critical		General Access	No	Requires action
Potential Impact		Response			

Local legislation conditions do not permit cash tranfers to National Entities. The office sent a request for a HACT waiver to RBLAC.

Third Associated on Implementation are used in some projects.

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#### CRI-2012-16 IPSAS implementation requirements can impact on the performance of the office

Likelihood	Risk Impact	Owner	Confidentiality	Escalated	Status
Moderately likely	Moderate		General Access	No	Requires action
Potential Impact		Response			

Detailed planning of project execution and periodic monitoring. Identify and anticipate measures to ensure timely receipt of deliverables.

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#### CRI-2010-13 Political scenario is not favorable to the achievement of key programmatic results

Likelihood	Risk Impact	Owner	Confidentiality	Escalated	Status
Moderately likely	Moderate		General Access	No	Continue monitoring

Potential Impact

Response

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CRI-2008-11 Lack of multiple funding sources

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Likelihood	Risk Impact	Owner	Confidentiality	Escalated	Status
Unlikely	Moderate		General Access	No	Continue monitoring

Potential Impact

Response

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Low delivery and increase of transactions.	Resource mobilization strategy conducted by the office. New donors were contacted and funds obtained.
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## Major Objective and Priorities

### Bureau Priorities and Key Results

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New MDG Action Plans prepared in at least three LAC countries to accelerate off-track MDGs at national and/or sub-national levels (Barbados, Brazil, Costa Rica, Dominican Republic, Guyana, Haiti, Honduras, Jamaica, Mexico)

National Early Recovery plans developed in at least two countries and Early Recovery experiences systematized in at least two countries (Barbados, Chile, Costa Rica, Dominican Republic, El Salvador, Honduras)

National reports/positions to be presented at Rio+20 supported in at least four countries (Argentina, Bolivia, Brazil, Costa Rica, Dominican Republic, Ecuador, Guatemala, Jamaica)

Inclusive, green, low-emission and climate-resilient development policies and/or strategies formulated in at least seven countries (Barbados, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Mexico, Nicaragua, Panama, Peru, Surinam, Trinidad and Tobago, Uruguay)

Ecosystem-based proposals to address climate change and sustainable development completed and implemented in at least six countries (Belize, Bolivia, Costa Rica, Cuba, El Salvador, Honduras, Jamaica, Mexico, Panama, Peru)

Analysis and policy recommendations on citizen security developed in at least eight countries (Barbados, Brazil, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua, Peru, Trinidad & Tobago)

SICAs Central America Security Strategy and two priority projects in the SICA strategy's prevention pillar supported (Costa Rica, Guatemala)

LAC countries interests and options on post-2015 MDG development agenda mapped out and good practices relevant to the post 2015 agenda identified and documented in at least 9 countries (Colombia, Costa Rica, Mexico, Panama)

Corporate strategic planning system adopted in 25 COs (Argentina, Belize, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, El Salvador, Guyana, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Trinidad & Tobago, Uruguay)

Studies and communication materials highlighting transformational development changes produced in at least 10 COs (Costa Rica, Cuba, Nicaragua, Peru, Trinidad & Tobago)

Inclusion of minorities and vulnerable groups supported and social cohesion promoted in at least three countries (Bolivia, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, El Salvador, Guatemala, Mexico, Nicaragua)

### Unit-specific Priorities

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- 1 Strengthen planning, monitoring, evaluation and knowledge sharing capacities Support for Sustainable Human Development
- 2 Engage in south-south cooperation, particularly in the fields of gender equality and local development and decentralization
- 3 General conditions for the Office of the Resident Coordinator and for the execution of Joint Programmes are strengthened
- 4 Strategy to foster talents among staff and project teams implemented

5 Analysis, strengthening and reorganization of the offices structure and workflows underway

### **Business Case**

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The CO will focus on the transition to a new CPD using as a basis the insights that several institutional processes that took place during 2011, particularly the Audit, the Assessment of Development Results (ADR) and the consultations for the UNDAF and CPD 2013-2017. These participatory processes allowed the office to strengthen and create new alliances, particularly with the private sector and civil society.

In 2012 UNDP will work in close Alliance with government counterparts in advancing key national priorities in the fields of inclusive growth, reducing poverty, inequality and social exclusion and fostering environmental sustainability. The CO Program Portfolio includes support to develop and implement national priorities in the fields of environment, security, employment and competitiveness. Four strategic areas of work have been identified: MDGs (budgeting, MAF and MDG plus agenda); environment (support to carbon neutrality strategy and green economy) and risk reduction (systematization and up-scaling of good practices); security and coexistence (systematization and up-scaling of citizen security model) and gender equality (particularly political parity between men and women).

Efforts will be done to create thematic clusters linking these national efforts with inter-institutional and multidisciplinary pilot projects in selected cantons. Particular attention will be paid to national efforts to prepare and participate in Rio plus 20, to achieve carbon neutrality and the MDGs. As part of these efforts, the Office is seeking participation in the execution of a set of loans that the country is negotiating, particularly in the fields of security and environment. Better understanding of UNDP legal framework and competences among government counterparts will be used to seek co-sharing opportunities.

Significant contributions are foreseen to provide advice and assistance for the achievement of MDGs, as part of a UNS effort in the field. In 2012 UNDP will lead the UNCT Gender Group and will take over the presidency of UNHIV. Other leading roles include common services, UNETE and the Joint Programme  Networks for Coexistence of the MDG Achievement Fund. The Co will continue its efforts to ensure sustainability of the BU and promote talent.

## Key Results

Strengthen planning, monitoring, evaluation and knowledge sharing capacities for Sustainable Human Development  
Contributing Annual Priority

Inclusion of minorities and vulnerable groups supported and social cohesion promoted in at least three countries (Bolivia, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, El Salvador, Guatemala, Mexico, Nicaragua)

Supporting

Programme Result	<i>CRI_OUTCOME11</i>	Encouraging the adoption of human development principles in planning and evaluation at national level	
Activities		Duration	GOE (US\$)
Human Development Report on Coexistence serves as a platform for a national discussion about inclusion and social cohesion		Start Day	
Creation of a network of ethnotourism in the Brunca Region, with participation of six indigenous territories		21 Feb 2012	
Enhanced capacities of indigenous populations to manage ethnotourism projects		End Day	5,000.00
Participation of indigenous populations of the Brunca Region in the design and implementation of a Competitiveness Strategy for the six cantons of the region		31 Dec 2012	

General conditions for the Office of the Resident Coordinator and for the execution of Joint Programmes are strengthened  
Contributing Annual Priority

New MDG Action Plans prepared in at least three LAC countries to accelerate off-track MDGs at national and/or sub-national levels (Barbados, Brazil, Costa Rica, Dominican Republic, Guyana, Haiti, Honduras, Jamaica, Mexico)

Supporting

Management Result		[PB BSC] UNDP's management of the resident coordinator system enhanced	
Risk	<i>CRI-2012-15</i>	Budget cuts for the Resident Coordinator Office and UN Agencies	
Activities		Duration	GOE (US\$)
Develop capacities among UNDP to lead the reform process and the acceleration strategy for the achievement of MDGs in CR		Start Day	3,500.00
		21 Feb 2012	

Provide support to the process of joint programming (CCA-UNDAF) and for the work of thematic groups. UNDP is assuming the chair of UNAIDS, the interagency gender group and continues to chair OMT and UNETE. End Day 31 Dec 2012  
 Ensure a mechanism for registration and access of documents

Develop a strategy to foster talents among staff and project teams  
 Contributing Annual Priority

Strategy to foster talents among staff and project teams implemented

Supporting

Follow-up audit recommendation 132 Limited use of Atlas and lack of knowledge of programme and operations policies, CO Audit, 28 of September 2011.

Activities	Duration	GOE (US\$)
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Promote mobility of staff to other areas Permanent investment in personal skills, training and employability Effective compliance with mandatory and required courses, according to LMS criteria Subscription and contribution of members of UNDP CR to global networks and teamworks Capacities of staff and project personnel strengthened by means of communication tools, working sessions and training strategies	Start Day 1 Mar 2012 End Day 31 Dec 2012	12,000.00
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Comprehensive analysis, strengthening and reorganization of the offices structure and workflows underway  
 Contributing Annual Priority

Corporate strategic planning system adopted in 25 COs (Argentina, Belize, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, El Salvador, Guyana, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Trinidad & Tobago, Uruguay)

Supporting

Follow-up evaluation 129 ADR, January 2011.

Follow-up audit recommendation

130

Imbalanced organizational structure, CO Audit, September 28 2011

Activities	Duration	GOE (US\$)
Evaluate in a participatory manner the impact of current CPD outcomes and develop corrective actions in view of the end of the cooperation cycle in 2012 Design, negotiate and approve new projects in strategic areas for the sustainability of UNDP CR in the short, medium and long term Full execution of budgets, in compliance with AWP Internal and external strategic alliances contribute to generate efficiency, impact in the implementation of projects and of a resource mobilization strategy Creation of internal ad hoc groups to meet execution and resource mobilization objectives Frequent monitoring of execution objectives and income registers (GMS, ISS) Adjust workflows to meet model of small office suggested by Audit Review and update job descriptions Redistribution and reorganization of functions with special attention to meet procurement requirements Registry dynamics analyzed and strengthened according to UNDP best practices	Start Day 21 Feb 2012 End Day 31 Dec 2012	6,000.00

## MDG acceleration plan agreed and implemented

### Contributing Annual Priority

New MDG Action Plans prepared in at least three LAC countries to accelerate off-track MDGs at national and/or sub-national levels (Barbados, Brazil, Costa Rica, Dominican Republic, Guyana, Haiti, Honduras, Jamaica, Mexico)

#### Supporting

Programme Result	<i>CRI_OUTCOME12</i>	Building capacity to generate and use information and knowledge on human development in Costa Rica	
Activities		Duration	GOE (US\$)
Study on MDG costing serves as a platform for comprehensive decision-making for the achievement of MDGs		Start Day 1 Mar 2012	5,000.00

National Plan to achieve decent work targets agreed among key stakeholders

End Day  
31 Dec 2012

### Early Recovery experiences systematized and upscaled Contributing Annual Priority

National Early Recovery plans developed in at least two countries and Early Recovery experiences systematized in at least two countries (Barbados, Chile, Costa Rica, Dominican Republic, El Salvador, Honduras)

Supporting

Programme Result                      *CRI\_OUTCOME18*                      Helping to develop and strengthen a national risk management system

Activities	Duration	GOE (US\$)
Early recovery experiences from the Cinchona earthquake and the Thomas tropical storm systematized and mainstreamed into national early recovery policies	Start Day 1 Mar 2012 End Day 31 Dec 2012	5,000.00

### National reports/positions to be presented at Rio+20 supported Contributing Annual Priority

National reports/positions to be presented at Rio+20 supported in at least four countries (Argentina, Bolivia, Brazil, Costa Rica, Dominican Republic, Ecuador, Guatemala, Jamaica)

Supporting

Programme Result                      *CRI\_OUTCOME16*                      Helping to strengthen and build the capacity of relevant entities in the environmental and energy sectors

Activities	Duration	GOE (US\$)
Co supports CR Government in the elaboration of the countrys position, the consultation process yields a permanent forum to follow-up on the outcomes of Rio +20	Start Day 3 Jan 2012 End Day 31 Dec 2012	3,000.00

Inclusive, green, low-emission and climate-resilient development policies designed and implemented

Contributing Annual Priority

Inclusive, green, low-emission and climate-resilient development policies and/or strategies formulated in at least seven countries (Barbados, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Mexico, Nicaragua, Panama, Peru, Surinam, Trinidad and Tobago, Uruguay)

Supporting

Programme Result	<i>CRI_OUTCOME17</i>	Strengthening mechanisms for prevention of, adjustment to and mitigation of climate change
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Activities	Duration	GOE (US\$)
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Low emission strategies in the agricultural and transportation sector designed and under implementation	Start Day 1 Mar 2012 End Day 31 Dec 2012	4,000.00
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Ecosystem-based proposals to address climate change and sustainable development completed and implemented

Contributing Annual Priority

Ecosystem-based proposals to address climate change and sustainable development completed and implemented in at least six countries (Belize, Bolivia, Costa Rica, Cuba, El Salvador, Honduras, Jamaica, Mexico, Panama, Peru)

Supporting

Programme Result	<i>CRI_OUTCOME17</i>	Strengthening mechanisms for prevention of, adjustment to and mitigation of climate change
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Activities	Duration	GOE (US\$)
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Support national efforts in low carbon, climate-resilient strategies and define priorities for the environmental, social and economic agenda Strengthening of biodiversity and environmental conservation practices	Start Day 1 Mar 2012 End Day 31 Dec 2012	4,000.00
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Permanent analysis and follow-up to national policies on Citizen Security

Contributing Annual Priority

Analysis and policy recommendations on citizen security developed in at least eight countries (Barbados, Brazil, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua, Peru, Trinidad & Tobago)

Supporting

Programme Result	<i>CRI_OUTCOME13</i>	Supporting efforts to match the State' s role and operation to the national, regional and international situation	
Activities		Duration	GOE (US\$)
Permanent monitoring of the Pol�ca Nacional de Seguridad Ciudadana y Promoci�e la Paz in the contexto of the Consejo Consultivo Presidencial POLSEPAZ		Start Day 1 Mar 2012 End Day 31 Dec 2012	3,000.00

Local model to attend risk factors related with citizen insecurity institutionalized

Contributing Annual Priority

SICAs Central America Security Strategy and two priority projects in the SICA strategy's prevention pillar supported (Costa Rica, Guatemala)

Supporting

Programme Result	<i>CRI_OUTCOME13</i>	Supporting efforts to match the State' s role and operation to the national, regional and international situation	
Activities		Duration	GOE (US\$)
Local security model systematized and channeled to meet needs of at least two additional cantons in 2012 National coexistence and preventive strategies in the education, justice, cultural sectors defined and under implementation		Start Day 1 Mar 2012 End Day 31 Dec 2012	4,000.00

Post-2015 MDG development agenda discussion installed in the country

Contributing Annual Priority



LAC countries interests and options on post-2015 MDG development agenda mapped out and good practices relevant to the post 2015 agenda identified and documented in at least 9 countries (Colombia, Costa Rica, Mexico, Panama)

Supporting

Programme Result	<i>CRI_OUTCOME14</i>	Promoting national debate and social dialogue
Programme Result	<i>CRI_OUTCOME15</i>	Encouraging the equitable distribution of wealth and opportunities at national and regional level

Activities	Duration	GOE (US\$)
National dialogue process for the Bicentenario yields a post-2015 MDG development agenda proposal	Start Day 1 Mar 2012 End Day 31 Dec 2012	5,000.00

### Studies and communication materials highlighting transformational development changes produced Contributing Annual Priority

Studies and communication materials highlighting transformational development changes produced in at least 10 COs (Costa Rica, Cuba, Nicaragua, Peru, Trinidad & Tobago)

Supporting

Follow-up evaluation	<i>128</i>	Assessment of Development Results, January 2012
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Activities	Duration	GOE (US\$)
Align the CO communication activities to UNDP global priorities, by strengthening the storytelling focus and demonstrating how UNDP is helping to positively change peoples lives. Promote the creation of communication products focused on knowledge sharing and the dissemination of UNDP project development results. Strengthen planning, monitoring, evaluation and knowledge sharing capacities Evaluate in a participatory manner the impact of current CPD outcomes and develop corrective actions in view of the end of the cooperation cycle in 2012 Design, negotiate and approve new projects in strategic areas for	Start Day 1 Mar 2012 End Day 31 Dec 2012	3,000.00

the sustainability of UNDP CR in the short, medium and long term  
Full execution of budgets, in compliance with AWP  
Internal and external strategic alliances contribute to generate efficiency, impact in the implementation of projects and of a resource mobilization strategy  
Creation of internal ad hoc groups to meet execution and resource mobilization objectives  
Frequent monitoring of execution objectives and income registers (GMS, ISS)

**Supporting Documents**

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Document

Uploaded (GMT)

Uploaded by

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Plan de trabajo integrado 2011 27 de marzo.docx

27 Mar 2011 11:14 PM

lara.blanco@undp.org

## General Operating Expenses

### General Operating Expenses

Unit Key Result: **Studies and communication materials highlighting transformational development changes produced**

Item Description	Budget Account	GOE Budget (\$)
Communications costs	74200 — Audio Visual&Print Prod Costs	3,000.00
	Sub Total	<b>3,000.00</b>

Unit Key Result: **Post-2015 MDG development agenda discussion installed in the country**

Item Description	Budget Account	GOE Budget (\$)
Consultant	71400 — Contractual Services - Individ	5,000.00
	Sub Total	<b>5,000.00</b>

Unit Key Result: **Local model to attend risk factors related with citizen insecurity institutionalized**

Item Description	Budget Account	GOE Budget (\$)
Miscellaneous cost / DSA	74500 — Miscellaneous Expenses	4,000.00
	Sub Total	<b>4,000.00</b>

Unit Key Result: **Permanent analysis and follow-up to national policies on Citizen Security**

Item Description	Budget Account	GOE Budget (\$)
Miscellaneous expenses	74500 — Miscellaneous Expenses	3,000.00
	Sub Total	<b>3,000.00</b>

Unit Key Result: **Ecosystem-based proposals to address climate change and sustainable development completed and implemented**

Item Description	Budget Account	GOE Budget (\$)
Subcontract	72100 — Contractual Services-Companies	4,000.00
	Sub Total	<b>4,000.00</b>

Unit Key Result: **Inclusive, green, low-emission and climate-resilient development policies designed and implemented**

Item Description	Budget Account	GOE Budget (\$)
Consultant	71300 — Local Consultants	4,000.00
	Sub Total	<b>4,000.00</b>

Unit Key Result: **National reports/positions to be presented at Rio+20 supported**

Item Description	Budget Account	GOE Budget (\$)
DSA/TKT	71600 — Travel	3,000.00
	Sub Total	<b>3,000.00</b>

Unit Key Result: **Early Recovery experiences systematized and upscaled**

Item Description	Budget Account	GOE Budget (\$)
Consultant	71300 — Local Consultants	5,000.00
	Sub Total	<b>5,000.00</b>

Unit Key Result: **MDG acceleration plan agreed and implemented**

Item Description	Budget Account	GOE Budget (\$)
Consultant	71300 — Local Consultants	5,000.00
	Sub Total	<b>5,000.00</b>

Unit Key Result: **Comprehensive analysis, strengthening and reorganization of the offices structure and workflows underway**

Item Description	Budget Account	GOE Budget (\$)
Office structure revision consultancy	71400 — Contractual Services - Individ	6,000.00
	Sub Total	<b>6,000.00</b>

Unit Key Result: **Develop a strategy to foster talents among staff and project teams**

Item Description	Budget Account	GOE Budget (\$)
Staff training and participation on workshop	75700 — Training, Workshops and Confer	12,000.00
	Sub Total	<b>12,000.00</b>

Unit Key Result: **General conditions for the Office of the Resident Coordinator and for the execution of Joint Programmes are strengthened**

Item Description	Budget Account	GOE Budget (\$)
Meetings and communications	74500 — Miscellaneous Expenses	3,500.00
	Sub Total	<b>3,500.00</b>

Unit Key Result: **Strengthen planning, monitoring, evaluation and knowledge sharing capacities for Sustainable Human Development**

Item Description	Budget Account	GOE Budget (\$)
Meetings and logistics	74500 — Miscellaneous Expenses	5,000.00
	Sub Total	<b>5,000.00</b>

### **Recurrent Operating Expenses**

Item Description	Budget Account	GOE Budget (\$)
Contract Services	71400 — Contractual Services - Individ	5,000.00
Hospitality	72700 — Hospitality/Catering	4,910.00
Supplies	72500 — Supplies	9,610.00
Common services - UN-HOUSE	73100 — Rental & Maintenance-Premises	7,500.00
Printing and publishing	74200 — Audio Visual&Print Prod Costs	6,500.00
Storage and other Miscell Expenses	74500 — Miscellaneous Expenses	11,000.00
Rental & Maint of Other Equipments	73400 — Rental & Maint of Other Equip	9,000.00
IT - Equipment	72800 — Information Technology Equipmt	14,000.00
Communications - Phone/Courier	72400 — Communic & Audio Visual Equip	23,500.00
Security / contractual Services Companies	72100 — Contractual Services-Companies	12,000.00
Staff training and Workshops	75700 — Training, Workshops and Confer	9,000.00
Travel DSA/TKT	75700 — Training, Workshops and Confer	10,000.00
Maintenance - Premises	73100 — Rental & Maintenance-Premises	19,250.00
Rent	73100 — Rental & Maintenance-Premises	89,994.00
	Sub Total	<b>231,264.00</b>

**Total GOE Budget:** 293,764.00

**GOE Funding Plan**

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Fund	GOE Budget (\$)
02300 - RR Prog Sppt Country Offices	150,000.00
02550 - Development Effectiveness-BSB	50,764.00
11300 - OR Services Fees	93,000.00
<b>Total GOE Funding Plan:</b>	<b>293,764.00</b>

Total Requested (293,764.00) - Total Planned (293,764.00): **0.00** unidentified funding

## Non Core Programme Delivery Projections

Non Core Programme Resources	Projected Delivery (\$)		Actual GMS Target (%)	Total Projected GMS Income (\$)	
	2012	2013		2012	2013
Trust Funds	4,445,000.00	4,451,992.00		133,350.00	133,559.76
Third Party Cost Sharing	1,865,000.00	1,950,000.00		130,550.00	136,500.00
Government Cost Sharing	0.00	0.00		0.00	0.00
<b>Total</b>	<b>6,310,000.00</b>	<b>6,401,992.00</b>		<b>263,900.00</b>	<b>270,059.76</b>



## Extra Budgetary Projections

Fund Code	2012	2013
<b>11300 — OR Services Fees</b>		
<b>Projected Opening Balance</b>	278,059.00	218,577.98
<b>Projected Income</b>		
GMS (F&A and Off-the-top)	263,900.00	270,060.00
ISS	37,000.00	41,000.00
Agency Services	12,000.00	12,000.00
Other	12,000.00	12,000.00
<b>Total Projected Income</b>	324,900.00	335,060.00
<b>Total Projected Resources</b>	602,959.00	553,637.98
<b>Projected Expenditures</b>		
XB Positions Cost	291,381.02	300,000.00
GOE	93,000.00	105,000.00
<b>Total Projected Expenditures</b>	384,381.02	405,000.00
<b>Projected Closing Balance</b>	218,577.98	148,637.98
<b>Total for All Funds</b>	<b>218,577.98</b>	<b>148,637.98</b>

## Resources Summary

### Positions Summary

Fund Code	ADM	USG	ASG	D2	D1	P6/P7	P5	P4	P3	P2	P1	NO	GS	Total #Posts	Total \$Post
02300	0	0	0	0	1	0	0	0	0	0	0	1	3	5	548,529
02550	0	0	0	0	0	0	0	0	0	0	0	2	1	3	304,168
04000	0	0	0	0	0	0	0	0	0	0	0	1	0	1	68,862
04500	0	0	0	0	0	0	0	0	0	0	0	2	1	3	195,235
11300	0	0	0	0	0	0	0	0	0	0	0	1	6	7	291,381
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>11</b>	<b>19</b>	<b>1,408,175</b>

### General Operating Expenses Summary

Account	Total GOE (\$)
71300 Local Consultants	14,000
71400 Contractual Services - Individ	16,000
71600 Travel	3,000
72100 Contractual Services-Companies	16,000
72400 Communic & Audio Visual Equip	23,500
72500 Supplies	9,610
72700 Hospitality/Catering	4,910
72800 Information Technology Equipmt	14,000
73100 Rental & Maintenance-Premises	116,744
73400 Rental & Maint of Other Equip	9,000
74200 Audio Visual&Print Prod Costs	9,500
74500 Miscellaneous Expenses	26,500
75700 Training, Workshops and Confer	31,000

Total

293,764

GOE Funding Plan

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	<b>Fund Code</b>	<b>Total GOE (\$)</b>
02300 - RR Prog Sppt Country Offices		150,000
02550 - Development Effectiveness-BSB		50,764
11300 - OR Services Fees		93,000
Total		293,764

**Request for Support**

Support Required

Name of HQ Units / Regional Centre

Timeframe

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Assist the CO in seeking additional human resources, i.e. JPOs and UNVs.

HQ/RBLAC/H03

Q1 2012

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Assist the CO in developing a talent management scheme.

HQ/RBLAC/H03

Q1 2012

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Provide guidance and support in the resource mobilization strategies conducted by the CO

HQ/RBLAC/H03

Q1 2012

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Ensure office support from IPSAS Service Center

HQ/RBLAC/H03

Q1 2012

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**Work Plan Approval**

Signed

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