



**Annex**

<b>Title</b>	<b>Initiation Plan for COTE D'IVOIRE SUSTAINABLE COCOA INITIATIVE (Phase I)</b>
<b>Document Language</b>	English
<b>Responsible Unit</b>	UNDP Côte d'Ivoire
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<b>Subject (Taxonomy)</b>	Programming for Results, Project Management
<b>Date approved</b>	July 2011
<b>Audience</b>	Nordic Chocolate Initiative
<b>Applicability</b>	The purpose of the Initiation Plan is to articulate the activity results, schedule, and management arrangements required to complete a baseline and strategy for the Nordic programme.
<b>Conforms to</b>	Harmonized programming procedures and ATLAS
<b>Related documents</b>	Relates to Côte d'Ivoire concept note

**United Nations Development Programme**

**Country: Côte d'Ivoire  
Initiation Plan**



**Project Title:** **COTE D'IVOIRE SUSTAINABLE COCOA INITIATIVE Phase I**

**Expected CP Outcome(s):** La protection et la gestion durable de l'environnement sont améliorées

Complete a comprehensive baseline study of Ivory Coast Cocoa sector as Phase I of the Côte d'Ivoire Sustainable Cocoa Initiative

**Initiation Plan Start Date:** Jan 2012

**Initiation Plan End Date:** Aug 2012

**Implementing Partner:** United Nations Development Programme

Programme Period: Jan 2012 – Aug 2012	Total resources required	US\$ 130 000
CPAP Programme Component: _____	Total allocated resources	US\$ 130 000
Atlas Award ID: <b>CIV10-00062901_</b>	<b>Donor of funds</b>	
PAC Meeting Date: _____	THE ASSOCIATION OF CHOCOLATE MANUFACTURERS IN DENMARK, FINLAND, NORWAY AND SWEDEN	US\$ 85,000
	MINISTRY OF FOREIGN AFFAIRS OF SWEDEN	US\$ 45,000

Agreed by UNDP Côte d'Ivoire

*(Handwritten signatures and initials)*

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## Purpose

Together with the Government of Côte d'Ivoire and the Nordic Associations of Chocolate Producers, the International Cocoa Initiative, World Cocoa Foundation, and UNDP are setting up a holistic programme to enhance the sustainability of the cocoa sector in Côte d'Ivoire. The partners have agreed to design a programme which takes into consideration Economic, Social, Environmental and Governance issues related to the cocoa sector in Côte d'Ivoire, which accounts for 40 per cent of world supply.

There are more than 700,000 small holder farmers in Côte d'Ivoire, and in order to ensure that a programme will have a lasting positive impact, it will be key to design a programme which addresses capacity building and strengthening of public institutions which the farmers and their families depend on. The partners have created a task force responsible for setting up such a programme. The task force is chaired by a representative from the chocolate industry, co-chaired by a Government Representative of Côte d'Ivoire, and UNDP serves as the Secretariat.

In order to agree on a programme strategy, the partners have asked UNDP to provide them with a Feasibility and Baseline Study, identifying current initiatives and stakeholders as well as challenges ahead. UNDP will hire Expert Consultants to carry out the Study.

Côte d'Ivoire sees an increased attention to its cocoa sector, and there are currently numerous stakeholders in the cocoa industry running and planning to set up various initiatives addressing productivity, sustainability etc. As these initiatives have been largely uncoordinated, Government representatives of Côte d'Ivoire have voiced that in order to avoid duplication of efforts, and to ensure that national priorities and capacities are being supported, the feasibility and baseline study will provide an avenue for stakeholders to cooperate more closely and align their work against barriers outlined by the study.

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## Expected Outputs

The programme will contribute to the sustainability of living conditions for cocoa farmers and enhance productivity for cocoa farmers by integrating and scaling up existing development programmes which have proven effective and by institutionalising best practice and policy into government and national institutions capable of providing long-term assistance to the cocoa sector. The programme will assist the Government of Côte d'Ivoire to further strengthen capacity to successfully develop a sustainable cocoa sector.

In order to determine the programme scope and objective, and prioritise activities, a feasibility and Baseline study will be conducted in which relevant research reports are reviewed and experiences from ongoing programmes are taken into consideration. Based on this review, current development needs should be assessed and key success factors identified. Moreover, the study should assess how insight from research and relevant programmes can be used to strengthen and supplement the activities which are described in the National Plan.

The feasibility study will primarily focus on the activities which are included in the National Plan, and the programmes led by WCF and ICI. In addition, the study should include key learning from relevant UNDP projects in other countries or sectors, e.g., the Cadbury cocoa. The expected results of Phase I Initiation Plan are:

- A Feasibility and Baseline Study where current development needs and opportunities for improvement are assessed
- A Programme Document which describes detailed objectives, activities, organisation, budget and timeline including mile stones
- Programme Agreements for implementation

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## **Management Arrangements**

UNDP will lead and manage Phase I of the Nordic Initiative.

Following the development of the baseline study and strategy document during phase I, the programme parties (CI, WCF, ICI and UNDP) will design Phase II by developing a final programme plan. UNDP would advise during this process to determine programme scope and objectives, programme organisation, governance, and implementing agencies. The development of an implementation plan will be organised as a three day workshop in order to reduce travelling costs and effectively secure a transfer of knowledge and insights from the external consultancy to the programme task force. The task force meeting will have its own budget although UNDPs advice during the task force meeting will be part of this Initiation Plan.

In order to focus resources and make sure that important considerations from the programme parties are met, detailed key performance indicators and corresponding annual targets should be established.

Select partners including UNDP, WCF and ICI will be responsible for the final programme. The role of each organisation, as well as the selection of local partners, will be determined by the Task Force after having decided the scope and desired outcomes for the programme.

Roles and responsibilities of partners will be described as part of the final programme document to be decided by the programme partners. When possible, structures established by the government of Côte d'Ivoire should be used as the main vehicle for implementing the activities in order to strengthen lasting capacity on the ground.

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## **Monitoring**

The project baseline document and strategy will be submitted for review by the International Consultant and approved by GCF RTA (Green Commodity Facility, regional Technical advisor) and UNDP CO.

## ANNUAL WORK PLAN

The 15 activities listed below will form the main outputs for Phase I baseline study and strategy development. To assist in achieving the listed outputs UNDP will facilitate and drive the initiative while bringing in and coordinating other relevant stakeholders. All output activities listed below support the Nordic programmes four broad areas for strengthening the cocoa livelihoods programme, these being Economic Social, Environmental and Governance.

EXPECTED OUTPUTS	<u>Activities and results</u>	Budget Description	
		Budget Description	Amount (US\$)
<b>Output 1:</b> Prepare a comprehensive baseline study on Ivory Coast's cocoa sector	<ul style="list-style-type: none"> <li>Identify and analyze the institutions, departments and agencies involved in environmental work to determine how they could be best involved in the sustainability of cocoa farming</li> <li>Summarise the current national policies that would directly or indirectly affect progress towards sustainable cocoa farming</li> <li>Identify all key stakeholders in the cocoa industry, particularly the right stakeholders to engage for each activity</li> <li>Summarise all on-going related projects that are tree crop related. This includes desk review and key learning's from other counties</li> <li>Compile all relevant results and data and assess the quality of past project results</li> <li>Summarise lessons learnt from past and on-going projects that relate to positioning a sustainable cocoa sector</li> </ul>	<b>Budget notes</b> <u>International consultant baseline study</u> 45 days contract (maximum of 650 per day) (combination of home base and missions)  Flights, DSA and terminal and Visas for International consultant  <u>National Consultant</u> 60 days x 2 (two national consultants) National consultants DSA for upcountry visits  DSA budget for up-country visits by national consultants	<b>29,250</b>   15,750  30,000  6,000
<b>Output 2:</b> Workshop	<ul style="list-style-type: none"> <li>Identify gaps in research</li> <li>Consult institutes with mandate to cocoa sector on current and past research, what practices are most applicable to small holder settings and the primary research interests of the institute</li> <li>UNDP will organise and host a workshop to share the findings of the baseline study. This workshop will be used to ensure the baseline consultants have identified all prominent issues facing the cocoa sector and assist to fill any gaps that are apparent in the drafted baseline study.</li> </ul>	Arranging workshop venue and provisions	<b>5,000</b>
<b>Output 3:</b> Strategy formulation for Phase 2	<ul style="list-style-type: none"> <li>Formulate and present draft baseline Phase I report to CCP board including strategy for Phase II</li> <li>Follow up stakeholder consultations for environmental strategy</li> </ul>	International consultant strategy development 15 days (home base)	<b>10,000</b>

<b>Green Commodities Facility (GCF) costs</b>	<ul style="list-style-type: none"> <li>• Technical support and guidance of baseline assessment and strategy development by Green Commodities Facility network of advisor(s) throughout Phase I</li> </ul>	Lump sum payment to Green Commodities Facility  Travel cost of Regional Technical Advisor (Flight, DSA and Terminal) issued from CO	12,000  5,979
<b>Admin support</b>	12% of all above costs		13,677
<b>TOTAL (US\$)</b>			127,656