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I. Situation analysis

1. *Human development, poverty reduction and achievement of the MDGs:* With a per capita GDP of US\$ 7,728 (BCCR, 2010), Costa Rica belongs to the group of middle-income countries. In 2011, Costa Rica was recognized as one of the world's top four "good performers on the environment, equity and human development" (HDR 2011). Nevertheless, the country faces rising inequality and other problems related to the condition of women, young persons and population groups in vulnerable regions (INEC, 2008 to 2011). For over two decades, 20 per cent of the population has been living below the poverty line, with 6 per cent of households in extreme poverty. The income gap has broadened, and the Gini coefficient increased from 0.473 in 2008 to 0.492 in 2010 (ECLAC). According to the second Report on Progress towards achievement of the Millennium Development Goals (2010), Costa Rica lags behind with regard to MDGs 1, 2, 3 and 7. Financing social public expenditures is a high-priority issue for the State because, despite one of the best performances in that area (Regional Report, 2010), Costa Rica faces a mounting fiscal deficit.

2. *Environmental sustainability and risk management:* Costa Rica intends to be the first country to achieve neutrality with respect to carbon emissions by 2021; and has a long history of conservation of protected areas (26 per cent of the national territory), countering one of the world's highest deforestation rates and attaining in 2005 a 51 per cent forest coverage of its territory. Yet currently the country lacks policies conducive to the development of clean technologies and offers no technical training in "green" production, sustainable solid waste treatment or the limitation and reduction of high pollution levels, especially in catchment areas. An appropriate national regional management system is also lacking. Added to the urban growth, weaknesses in regional planning and land use exacerbate natural disaster risks.

3. *Governance*: Few inter-sectoral and regional mechanisms are available to public institutions to channel investment effectively towards long term development. The deterioration of citizen security indicators has weakened confidence in public institutions and traditional support for democratic values and the rule of law. Involving civil society organizations in public administration as allies and in the provision of quality information is not easy; and there are limited institutional mechanisms for citizens' participation in the activities of planning, implementing, monitoring and evaluating official programmes and projects at the national, provincial and local levels. The country has been a pioneer and enjoys recognition for its commitment to gender parity and to strengthening women's participation through quotas. Yet difficulties persist in the implementation of electoral legislation and there are still areas, such as the local level, where women's representation needs to be increased. Recently, the Committee on the Elimination of Discrimination against Women recommended inter alia strengthening gender mainstreaming and paying greater attention to gender-based violence and the exercise of sexual and reproductive rights.

II. Past cooperation and lessons learned

4. In 2011, the UNDP Office in Costa Rica was the subject of an Assessment of Development Results (ADR), which showed that UNDP enjoys public recognition for its contribution to the country's development, particularly through the mainstreaming of the sustainable human development approach, the Millennium Development Goals (MDGs) and the values advocated by UNDP, including the reinforcement of political representation and participation, gender equity, civil coexistence and citizen security, into the national and local strategies.

5. The UNDP Office supported the country in the formulation of the National Policy on Citizen Security and Social Promotion of Peace, 2010-2021, and in the preparation of related studies and proposals. It also provided support for the Policy and National Strategy on Environmental

Sustainability, its regional focus, and the local development model, among other measures with similar objectives. In the area of gender equality, it supported the promotion of women's representation, the relevant adjustment of public policies and the exercise of women's economic rights, for instance through the Equity Seal plan and the broadening of opportunities. In the area of education, it endorsed curriculum reforms designed to improve the students' performance and to encourage them to stay in or be reintegrated into the system. Lastly, it supported the formulation of the Minimum Wage Policy and the establishment of the Employment Observatory.

6. The experience acquired, the results of the sustainable human development (SHD) programme, and the programmes and projects relating to governance, gender, the environment and risk management have been evaluated in cooperation with national counterpart civil servants and with the current and potential partners, and have been duly incorporated into the new Programme.

7. With regard to UNDP management, the ADR pointed to the need to strengthen ties with private sector entities and civil society organizations. With respect to certain initiatives, lack of a systematic approach prohibited capitalizing on best practices and reinforcing South-South cooperation. Difficulties have also been encountered in connection with knowledge management; project monitoring; potential risk analysis and management proposals; and the activities' scope or degree of proximity with the targeted public bodies or civil society and private sector entities.

III. Proposed programme

8. The Programme for Costa Rica, 2013-2017, was formulated with the participation of the authorities and relevant social bodies. It was designed to address the national priorities and to have an effect on areas that can drive inclusive development, with greater gender and regional equity and

strengthened environmental sustainability. The Programme aims to contribute, in quantitatively and qualitatively measurable ways, to building the capacities of the country.

9. The UNDP Office will work at the national, provincial and local levels in partnership and cooperation with the respective competent institutions, focusing on certain population sectors, particularly women, young persons and vulnerable groups; on geographic areas that are particularly relevant to environmental sustainability; on the lack of opportunities; and on inequality and potential social conflicts.

10. UNDP Office contributions will be oriented towards technical and financial assistance to the country with a view to achieving measurable progress in areas crucial to sustainable human development, in accordance with MDGs 1, 2, 3 and 7, by developing, at the local, regional and national levels, activities structured around thematic and integrated objectives, as described below.

11. *Human development, equality and equity.* In cooperation with Government bodies and NGOs, efforts will be made to upgrade the system of statistics and compilation of disaggregated strategic data, including ongoing monitoring of national and global trends. Promotion of the timely generation, integration and dissemination of pertinent information for decision making and the achievement of the MDGs will be complemented and supported by academic and civil society entities helping to compile data, promoting thematic, national and cantonal forums and cooperating with other organizations of the United Nations system.

12. Steps will be taken to promote the implementation of policies and strategic instruments designed to accelerate the attainment of the MDGs; generate investment, initiatives and quality jobs by building on such innovative schemes as the Equity Seal; open up opportunities for socially disadvantaged groups and persons with disabilities (for instance, employment along the lines of the MDG Acceleration Framework / International Labour Organization (MAF/OIT) joint proposal); and

encourage environmentally sustainable competitiveness and employment in environment-friendly activities. In cooperation with the International Labour Organization (ILO) and the Food and Agriculture Organization of the United Nations (FAO), capacities will be built and opportunities created for the productive social inclusion of young women. In coordination with the United Nations Children's Fund (UNICEF) and the United Nations Population Fund (UNFPA), help will be provided in order to increase the availability of national programmes for the reintegration of young persons through education; and to build alliances with various public administration bodies, municipalities, the central Government and other partners in promoting inclusive and sustainable growth with a regional and gender approach and in cooperation with UN-Women and UN-Habitat, among other United Nations organizations.

13. *Environment, climate change and risk management.* Taking into account relevant gender differences, action will be taken in favour of the implementation of the National Risk-Management Plan, the consolidation of the Regional Planning Strategy and the drawing up of cantonal master plans under those two instruments; the rehabilitation and conservation of wetlands and protected areas; and the establishment of mechanisms of compensation for environmental services.

14. Steps will be taken to promote the creation of forums and decision making bodies with intersectoral participation; the adoption of measures conducive to sustainable development and an environmentally viable economy with low emission levels and based on climate change forecasts; forms of development that minimize carbon emissions, including specific measures to reduce persistent organic pollutants (POCs) and ozone-depleting substances (ODSs), with concomitant social, economic and environmental benefits; the establishment of inter-sectoral groups for an environmentally viable economy with socially inclusive linkages; and the formulation of strategies for "green" development, characterized by low emission levels.

15. *Democratic governance and social coexistence.* National experience in various areas will be used to introduce improvements and duplicated in order to strengthen inter-agency and inter-sectoral coordination within the central Government and between it and the country's municipalities, particularly with a view to gender mainstreaming and to focusing on issues crucial to sustainable human development. The creation of thematic and regional municipal consortia will be promoted in support of the development in question.

16. Support will be lent to strengthening the political system through dialogue, training and awareness-raising processes; using international experience; implementing electoral legislation, with particular attention paid to gender parity; and engaging in South-South exchanges and cooperation.

17. Steps will be taken to promote the use and amplification of national and local models, methodologies and strategies in order to improve citizen security, implement the recommendations of the Committee on the Elimination of Discrimination against Women regarding gender-based violence, reinforce the social tissue and increase the effectiveness and transparency of State action at various levels. In cooperation with other organizations of the United Nations system present in the country, support will be offered in institutionalizing mechanisms and innovative instruments of coordination between public and private entities and in promoting citizen security and democratic coexistence.

18. Although it has the technical capability to support the implementation of the proposed action and goals, the UNDP Office it will also benefit from support by the UNDP Regional Centre in the form of programme, strategy and resource coordination with the organizations of the United Nations system present in the country and the region and with domestic and international donors. Even though limited in terms of contributions and partners, the programming strategy will make it possible to overcome operational weaknesses through support to Government counterpart agencies and the monitoring of progress towards the expected results.

IV. Management, monitoring and evaluation

19. The UNDP Office will adopt a multidisciplinary and intersectoral approach. The proposed Programme will mainly employ national implementation methods. The national counterpart entities will assume the primary responsibility for achieving the expected results, to whose attainment the UNDP Office must contribute. In the event of an emergency or crisis, the Government may request the UNDP Office that a "fast track" procedure is followed.

20. Implementation modalities will be selected according to the expected outputs and will be specified along with the components of each project. Although the UNDP Office gives priority to support for national implementation by the Government, circumstances might justify recourse to such other modalities as implementation by: (a) UNDP itself; (b) another organization of the United Nations system; (c) a national or international NGO; or (d) an intergovernmental organization.

21. The UNDP Office will in each case coordinate its activities with the action of other relevant organizations of the United Nations system and will seek the participation of private organizations and civil society. Efforts will be made to ensure that the persons and groups who are the intended beneficiaries participate in project implementation and evaluation. Monitoring in line with UNDP guidelines will make it possible to identify and document good practices which add significant value to South-South cooperation.

22. The evaluation plan includes results, projects, thematic areas, joint evaluations, and assessments required by national counterpart entities. It is thus hoped that the UNDP contribution will match the individual planned results, and that the experience acquired and the recommendations formulated

will help to improve planning. The evaluation plan will be subject to annual review within the framework of joint UNDAF and UNDP Office planning.

23. Two points in time will be crucial to the evaluation of results: first, in 2014, when the mandate of the current Government comes to an end, and the plan for the second half of the five-year period (2015-2017) is reviewed on the basis of the MDG Acceleration Framework (MAF) evaluation, to be carried out in late 2013; and, second, when planning for the next cooperation period (2018-2022) begins, and achievements are assessed and criteria defined for the formulation of a new Programme.

24. It is the policy of the UNDP Office to use regular resources for seed capital and to mobilize resources from other sources in order to compensate for any limited access to funds contributed by multilateral or bilateral donors and UNDP. It is proposed to allocate US\$ 1,750,000 from UNDP regular resources for the period 2013-2017; and it is considered possible to mobilize US\$ 20,660,000 under other resources. Moreover, the Government has expressed interest in supporting various UNDP activities in the country in view of the added value contributed by UNDP programmes and projects.

Results and resources framework for Costa Rica, 2013-2017

<i>Government contributions</i>	<i>Contributions of other partners</i>	<i>UNDP contributions</i>	<i>Indicators, baselines and targets for UNDP contributions</i>	<i>Indicative country programme outputs</i>	<i>Necessary resources (US\$)</i>
National NDP goal: <i>More secure development, powered by innovation, science and technology, strengthened through solidarity and committed to environmental sustainability (PND 2011-2014).</i>					
UNDAF effect: Promotion of equality, equity and access to opportunities for sustainable human development.					
Strengthening of the global, national and local commitment to building national capacities to promote sustainable human development and gender mainstreaming.	Various research institutes and monitoring centres contribute to knowledge and analysis. The production sector participates in prospective study forums and supports the implementation of activities. Specialized entities provide advice on adjusting national and sectoral plans.	Assistance in using or overcoming economic and political developments that may affect SHD and the MDGs at the local, national and global levels.	<p>Indicator 1: Disaggregated and consistent information systems. Baseline: Rigid and limited information systems. Target: Systems for building the capacity to generate and analyze SHD data, available in at least three public institutions.</p> <p>Indicator 2: Existence of inter-agency coordination spaces conducive to SHD and gender equality. Baseline: Weak and little coordinated processes. Target: Existence of effective coordination mechanisms for SHD and gender equality, proven by least one evaluation.</p>	Building of the capacities for intersectoral and multidisciplinary production, updating and analysis of information and strengthening of the national store of statistical information.	<p>Ordinary resources: 900,000</p> <p>Other resources: 500,000</p>
UNDAF result: Promotion of equality, equity and access to sustainable human development opportunities. Productive development, innovation and employment.					
Institutional capacity for expanding inclusive development	The production sector supports and launches innovative activities.	Technical and financial assistance, and assistance based on South-South and	Indicator 1: Number of policies on young persons, women, disabled persons, regional	Tools for promoting quality jobs, reducing gaps and generating	Ordinary resources: 200,000

<i>Government contributions</i>	<i>Contributions of other partners</i>	<i>UNDP contributions</i>	<i>Indicators, baselines and targets for UNDP contributions</i>	<i>Indicative country programme outputs</i>	<i>Necessary resources (US\$)</i>
opportunities.	Specialized entities provide advice on medium- and long-term planning. Discussion and research centres contribute to knowledge and analysis. Civil society participates and good practices are documented.	international cooperation, aimed at building the national capacity to generate inclusive development with a regional and local gender, human-rights and sustainability approach.	development, educational reintegration and competitiveness with an environmental approach. Baseline: Partial and little coordinated policies. Target: At least two policies approved and implemented in 2017. Indicator 2: Number of new tools to promote production, for entrepreneurs, microenterprises and SMEs, especially women and young persons, with an environmental, SHD and SR approach. Baseline: Lack of entrepreneurial tools in operation. Target: At least one tool in an operational condition.	environmentally sustainable development based on technological innovation and competitiveness with an environmental orientation. Expansion of the range of available educational reintegration programmes and opportunities for young persons and women. Preparation of tools for the promotion of employment and training for disabled persons.	Other resources: 1,000,000
UNDAF result: Strengthening of democratic sustainability; and promotion of civil society, coexistence and access to justice.					
By 2017, mechanisms are consolidated for participation in various high-priority issues, in coordination with the relevant Government bodies.	Entrepreneurs' organizations, trade unions and civil society organizations contribute to adequate public administration. The production sector and civil society entities address selected areas and propose and support	Technical and financial assistance for the creation of mechanisms of coordination between public and private entities, democratic coexistence, citizen security, and effectiveness and transparency of State	Indicator 1: Number of entities participating in dialogue processes; mechanisms of private sector participation that support public action. Baseline: Few and dispersed mechanisms. Indicator 2: Percentage of municipalities having mechanisms for coordination with the central Government and other partners.	Institutionalization of mechanisms of access to information and participation in citizens' audits. Support for a culture and political practices based on equity, gender parity and dialogue. Streamlining of inter-	Ordinary resources: 400,000 Other resources: 1,000,000

<i>Government contributions</i>	<i>Contributions of other partners</i>	<i>UNDP contributions</i>	<i>Indicators, baselines and targets for UNDP contributions</i>	<i>Indicative country programme outputs</i>	<i>Necessary resources (US\$)</i>
	innovations for the democratic coexistence of men and women.	action.	<p>Baseline: Inadequate coordination mechanisms of partners and low local planning capacity. Targets 1, 2: At least one participation model in operation in 3 institutions and 25 high-priority cantons.</p> <p>Indicator 3: Citizen security index (CSI) and index of violence against women in selected cantons; democratic coexistence indicators (LAPOP, <i>Latinobarómetro</i>). Baseline: CSI deterioration and insufficient levels of democratic coexistence indicators of 2011. Target 3: At least 10 per cent reduction in CSI.</p>	<p>agency coordination mechanisms for planning and national and local budget preparation.</p> <p>Consolidation of various public-private partnerships in areas crucial to development (energy, transport, and responsible production). Implementation of citizen security and coexistence models in high-priority cantons.</p>	

<i>Government contributions</i>	<i>Contributions of other partners</i>	<i>UNDP contributions</i>	<i>Indicators, baselines and targets for UNDP contributions</i>	<i>Indicative country programme outputs</i>	<i>Necessary resources (US\$)</i>
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UNDAF result: Environmental sustainability and risk management.

By 2017, the Government incorporates regional planning, natural heritage protection and a cross-cutting approach to risk management into its development strategy.	Various academic, cooperative, trade-union and private sectors participate actively in exchanges of ideas on best strategies for revising the current regional outline.	Technical and financial assistance in building the national regional planning capacities, and in strengthening natural heritage protection and sustainability and risk management.	<p>Indicator 1: Existence of regional planning strategies including cantonal master risk management plans. Baseline: Strategy whose approval was pending in 2011. Target: Strategy approved by 2015 and fully implemented by 2017.</p> <p>Indicator 2: Number of catchment areas with integrated environmental protection and conservation strategies with a gender approach. Baseline: Nil. Target: At least one catchment area with an integrated environmental protection and conservation strategy.</p> <p>Indicator 3: Number of community projects for environmental protection and conservation with a gender approach. Baseline: 500 existing projects. Target: 150 additional projects.</p>	Formulation and implementation of a regional planning strategy incorporating the gender, risk management and environmental sustainability approaches, and clear criteria for cantonal master plans. Strengthening of mechanisms for wetland and protected zone rehabilitation and conservation and establishment of compensation for environmental services. Harmonization of the processes of indicator formulation and development, and of launching projects with a regional perspective with the National Risk Management Plan; and use of such processes as a model for the reduction of	<p>Ordinary resources: 100,000</p> <p>Other resources: 10,960,000</p>
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<i>Government contributions</i>	<i>Contributions of other partners</i>	<i>UNDP contributions</i>	<i>Indicators, baselines and targets for UNDP contributions</i>	<i>Indicative country programme outputs</i>	<i>Necessary resources (US\$)</i>
				vulnerability.	
UNDAF result: Environmental sustainability and risk management.					
By 2017, the Government, in accordance with its national development strategy, establishes the basic conditions for attaining, towards 2021, carbon emission neutrality; strengthens its position through a proposal for environmentally viable competitiveness; and reaches consensus on that issue with the private sector and civil society entities.	Various universities, cooperatives, NGOs, labour organizations and private sector entities carry out pilot projects on multi-sector dialogue and collaboration, with a view to achieving carbon emission neutrality.	Technical and financial assistance in building capacities in strategic sectors and areas in order to promote environment-friendly competitiveness, neutrality with respect to emissions and climate change mitigation and adaptation towards 2021.	<p>Indicator 1: Binding documents, legal frameworks, measurement and monitoring systems for climate change adaptation and mitigation, developed together with Government and non-governmental partners, in cooperation with international entities and in accordance with the MEAs.</p> <p>Indicator 2: Number of "green" enterprises and initiatives.</p> <p>Baselines 1, 2: Disjointed, lacking or incipient sectoral, regional and local outlines: ecological initiatives inadequate for ensuring climate change mitigation and adaptation.</p> <p>Targets 1, 2: Contribution to climate change adaptation and countering of trends towards an increase greenhouse effect gas emissions.</p>	Establishment of research processes, public-private partnerships, model project design, sets of inter-sectoral and regional initiatives for the introduction of "green" development strategies adapted to climate change, with socially inclusive linkages in operational conditions. Strengthening of national dialogue, negotiation and coordination mechanisms; ensuing specific reduction in POCs and ODSs; and concomitant social, economic and environmental benefits. Implementation of production strategies with a low emission level in key sectors (for instance,	<p>Ordinary resources: 150,000</p> <p>Other resources: 7,200,000</p>

<i>Government contributions</i>	<i>Contributions of other partners</i>	<i>UNDP contributions</i>	<i>Indicators, baselines and targets for UNDP contributions</i>	<i>Indicative country programme outputs</i>	<i>Necessary resources (US\$)</i>
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agriculture and transport).

Annex II

Abbreviations

ADR	Assessment of Development Results
BCCR	Central Bank of Costa Rica
CCA	Common country assessment
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CS	Civil society
ECLAC	Economic Commission for Latin America and the Caribbean
FAO	Food and Agriculture Organization of the United Nations
GDP	Gross national product
HD	Human development
HDR	Human Development Report
ILO	International Labour Organization
INEC	National Institute of Statistic and Census
ISC	Citizen security index
LAPOP	Latin American Public Opinion Poll
MAF	MDG Acceleration Framework
MDGs	Millennium Development Goals
MEA	Multilateral environmental agreement
MIDEPLAN	Ministry of Planning
MINAE	Ministry of the Environment and Energy
NDP	National Development Plan
NGO	Non-governmental organization
ODS	Ozone-depleting substance
POC	Persistent organic pollutant
SHD	Sustainable human development
SME	Small or medium-sized enterprise
SR	Social responsibility
TTF	Thematic trust fund
UNDAF	United Nations Development Assistance Network
UNICEF	United Nations Children's Fund